

**FINAL
REPORT**

*Edith
Johnson*



FORT ORD

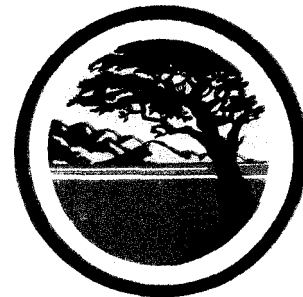
COMMUNITY TASK FORCE

STRATEGY REPORT

JUNE 1992

FORT ORD COMMUNITY TASK FORCE

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Lt. General James Moore, (Ret.)

Lt. Colonel Tom Hendricks, (Ret.)

June 19, 1992

To the Community:

One year ago, the Fort Ord Task Force began the process to develop a Strategy for the reuse and redevelopment of Fort Ord. Broad based community involvement was desired, and our citizens responded with their time, talents, and commitment to a most difficult and challenging task. This Strategy Report is the product of their volunteer work, augmented by the contributions of county, city, district and agency staffs, plus that of consulting firms.

The Strategy Report fulfills the objectives of measuring the socioeconomic impacts resulting from the downsizing of Fort Ord. It outlines opportunities and constraints to redevelopment, evaluates concepts, and presents alternatives for the future of our region. Further, it represents the best current compendium of all relevant information and data. Thus, the recommendations in the Strategy Report form a solid base from which the more detailed planning and ultimate decisions may be made for our future.

On behalf of the entire Task Force, I commend all those who contributed to this Strategy Report. Their work will shape the future of our region.

Sincerely,

Leon E. Panetta
Chairman
Fort Ord Community
Task Force

ACKNOWLEDGEMENTS

The leadership of the Fort Ord Community Task Force is indebted to all those who helped in the formation and development of this Strategy document. Countless hours of volunteer time, augmented by County, city and special district staffs and consultants were required. Perhaps as many as 600 people, 100 agencies and organizations, as well as hundreds of citizens who attended public meetings were directly involved in the year-long effort to produce a community Strategy.

The great number of people who were involved precludes individual acknowledgement of each. Hence, major contributors are those noted below.

ADVISORY GROUP CHAIRPERSONS. These dedicated individuals responded positively to their nomination and did a superb job of organizing their Advisory Groups. These purely volunteer efforts were based upon a desire to do the best job possible. Each brought talent, experience and expertise to the task.

Economic Development	Philo Holland Marilynn Gustafson Peter Blackstock
Education	Mez Benton Jim Harrison
Housing	Morris McDaniel Bonnie Robinson
Health, Community and Public Services	Bob Sageman Ted Hooker
Land Use	Ed DeMars Ron Saxton Larry Hawkins
Environmental Pollution Clean-Up	Walter Wong Marit Evans
Utility/Infrastructure	Bruce McClain Patricia Hutchins

Also, a special note of thanks is due Bruce Johnsen, a local management consultant who measurably assisted the Staff Coordinator and Advisory Groups with time and expert advice.

ADVISORY GROUP MEMBERS. These equally dedicated individuals contributed their time and talent to the project. Most were private citizens, but many were government entity staff members. Additionally, there was considerable participation from people who represented local public districts or agencies, non-profits, private businesses, utilities and special interest groups. Over 330 people participated as members of Advisory Groups. A complete listing is at Appendix I-2-1.

STATE/COUNTY/CITY/DISTRICT/AGENCY/TRANSPORTATION/UTILITIES STAFFS. Through their participation on Advisory Groups or as members of the Staff Representatives Group (also known

fondly as the Shadow Group), these individuals contributed their expertise to the project. In particular, the Task Force leadership acknowledges the following:

- Monterey County Intergovernmental Affairs (IGA); Veronica A. Ferguson, Assistant County Administrative Officer, her Principal Analyst, Joseph A. Cavanaugh, and ten other department staff members who provided direct and continuous support.
- Monterey County Planning and Building Inspection Department and Monterey County Public Works Department
- Monterey County Veterans Service Office; Jack Stewart, Director, and his staff of five specialists who shared their office complex, phone lines, coffee pot, and business equipment with the Task Force staff for an entire year.
- City of Monterey; Fred Meuer, then Director, Public Facilities Department, which provided all staff support to the Task Force from February 1990-June 1991.

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TASK FORCE OFFICE STAFF. The Task Force Staff Coordinator was fortunate to hire a number of Kelly Temporary Services secretaries and a local consultant/editor who brought dedication, personality and superb skills to the effort. Acknowledged is the outstanding work of:

Sharon Philpot	July-August 1991
June Ann Lewis	August-December 1991
Sue Kershner-Hill	December 1991-June 1992
Ann Malokas	February-June 1992
Christopher Tapley	May-June 1992
Rich Kuhn	March-June 1992

FORT ORD COMMANDER & STAFF. The Task Force received direct and continuous support from a large number of individuals, especially the following:

Col. Calvin R. Fore	Garrison Commander
Col. Wesley A. Ludwig	Director, Directorate of Engr & Housing (DEH)
LTC. Jerry Anderson	Director, Dir. of Resource Management (DRM)
Col. Paul Thompson	Commander, Silas B. Hays Hospital
Mr. Lupe Armas	DEH
Mr. Don Albertson	DEH
Mr. Howard Stark	DEH
Mr. Frank Johnston	DRM (BRAC office)

GOVERNOR'S OFFICE OF POLICY AND RESEARCH. Mr. Ben Williams, Deputy Director, who provided considerable coordination with other State of California agencies.

CONGRESSMAN PANETTA'S OFFICE. Mr. Tom Vellenga and Mr. Budd Christman of the D.C. office were especially helpful, knowledgeable and provided consistent support. The local Monterey office also provided support.

FUNDING AND STAFF SUPPORT. The City of Monterey provided all support and funding for the Task Force from February 1990 thru June 1991. The County of Monterey and the Cities of Monterey, Salinas, Pacific Grove, Carmel, Greenfield, Sand City and Gonzales provided funding for Task Force support from July 1991 thru February 1992. Thereafter, a grant from the federal Office of Economic Adjustment (OEA) funded staffing, office operations and printing.

PUBLIC INFORMATION: A special note of thanks to LTC Tom Hendricks (Ret.) who, when called upon, very ably assisted the Staff Coordinator in presenting numerous briefings on Task Force activities to local service clubs and other groups.

PREFACE

The Task Force Strategy Report contained herein is a very large and quite complete strategic document. It represents the collective work and expertise of over 600 people. What our Task Force set its mind to accomplish was to focus completely on the positive aspects of the coming changes at Ft. Ord. We have the opportunity to plan the destiny of our community for at least the next 100 years. Seldom do residents have a chance to participate in such a process. Thus, we had to conduct a thorough review of our income, natural resource, infrastructure, and human resource accounts. No one local city, not even County government, could look at the total picture. Only a community Task Force could divorce itself from the coming land use decision-making process and attempt to match snapshots of the past with ones of the present and the future. That process required a long, involved analysis. This Strategy Report is the end result.

There is considerable redundancy involved in this material, but it could not have been developed without redundancy because these community elements have considerable overlap. To assist the reader, the organization and format of the material was carefully planned to allow comparisons among various sections. Additionally, the Executive Summary provides a quick snapshot, the Introduction provides additional detail, and the seven Advisory Group reports in the annexes attempt to provide a complete presentation. Backup material is provided in the appendices. A complete Task Force Master File will be available for public review.

Patience and a willingness to work with others toward a common rather than a personal goal are important attributes which base closure work demands. Long-range planning is usually done under theoretical assumptions and conditions. However, when your community faces the sudden loss of nine percent of its population over an 18-month period, an annual cash flow loss of \$244.5 million from the community's income account, and another 6,300 jobs lost due to direct, indirect or induced impacts, all the citizens immediately begin to understand the implications of long-range planning. In the early 1980s, the closure of the Firestone Tire and Rubber factory in Salinas resulted in the loss of almost 2,000 jobs. Thus, the community can still remember how that closure affected our social and economic fabric. The loss of the 7th Infantry Division (Light) must be mitigated as quickly as possible, but we must be patient with the land use planning process because what we are about to undergo is the equivalent of attempting to paint a speeding train while standing along the tracks in the station.

The following list of insights has emerged over the last two years while involved in the effort to prevent Ft. Ord from being closed and then the follow-on effort to plan for the future.

- Our nation's military is rapidly growing smaller because of the major political changes occurring throughout the world. We must not lose sight of why bases are closing or downsizing.
- Base closure is the only growing defense industry. Many communities are currently involved in the on-going process which began anew in 1989 after 16 years of inactivity by the federal government. Many more communities throughout the nation and state will most likely undergo a similar process over the next five years. The Ft. Ord downsizing process, and how the community reacts, may be looked upon by others as a model of how the planning process should be handled. Thus, our work may affect more than just the future of Monterey County.

- 7/20/11
same
- Other communities which began a similar process in 1989 have already learned that probably the most important decision they had to make was choosing the proper government cooperative structure to carry on the long-range land use planning process. Within the next 60 days, our political leaders face the same decision. How it is handled will likely determine the eventual outcome of the local base closure issue.
 - We must not lose sight of the fact that we still have tremendous military base assets within our community which are not leaving, the Defense Language Institute, Naval Postgraduate School, and Ft. Hunter-Liggett. Support of the ongoing military mission is vital to our future.

TASK FORCE EXECUTIVE SUMMARY

SUMMARY

EXECUTIVE SUMMARY

INTRODUCTION

The goal of the Fort Ord Task Force and its seven Advisory Groups is to develop a Strategy for the reuse and redevelopment of Fort Ord. The purpose of this report is to summarize the principal strategies and themes for the reuse and redevelopment of Ft. Ord, based on broad community input. The report outlines the best current information on socioeconomic impacts, opportunities and constraints, concepts evaluated, and specific alternatives and recommendations. Key to the development of the "Strategy" has been a regional perspective. Future visions, as well as redevelopment efforts involved with the downsizing of Ft. Ord, will have regional consequences.

SOCIOECONOMIC IMPACTS

More than 31,000 military and family members will move out of the community during the short period between early 1993 and mid 1994. Monterey County will lose nine percent of its population within an 18-month period because of this change. As a result there will be job losses, significant changes in the housing market, loss of military payrolls and contracts, school closures and disruptions to many other areas of the regional economy. A primary purpose of the entire Task Force effort is to develop strategies to mitigate these impacts on community residents.

The consulting team headed by RKG Associates, Inc., under contract to Monterey County in support of the Task Force to study and identify the economic and fiscal impacts as well as the projected job losses quoted above, has recently reported the following: The negative economic impact of the downsizing of Ft. Ord in terms of total output is estimated to be **\$526.5 million**.

JOB LOSSES May 1992 — May 1997

13,425	military jobs lost
2,276	Ft. Ord civilian jobs lost
3,473	private sector jobs lost
600	school district jobs (teachers and support staff)
<hr/>	
19,774	Total jobs lost

ECONOMIC IMPACTS

May 1992 — May 1997 (in millions of dollars)

\$432.3	income impact (direct and indirect)
94.2	non-income impacts (sales of goods and services)
<hr/>	
\$526.5	downsizing's total output NEGATIVE impact

The consulting firm of Sedway & Associates, under contract to Monterey County in support of the Task Force to study and identify the potential housing impacts caused by the downsizing, has recently reported the following:

added
Ft. Ord has the largest on-base family housing stock in the Department of the Army. A total of 15,600 housing units on base, including 4,650 family housing units, will be vacated. In addition, Ft. Ord military personnel occupy approximately 4,420 units of private housing located either off- or on-base. Approximately 32 percent of all off-base housing occupied by the military is located in Marina (1,178 rental units), accounting for approximately 14 percent of the City's total housing stock and 22 percent of the City's rental stock. S&A projects that the rental vacancy rate in Marina will increase from a low of 1.7 percent in 1990 to 36 percent (1,190 units vacant) in the short-run (1993 through 1996) assuming the "worse case" scenario of no net growth or in-migration. Under the same set of circumstances, the City of Seaside's rate is projected to increase to 13 percent (500 units), Monterey to 11 percent (800 units), Pacific Grove to 10 percent (400 units), and Salinas to 8 percent (1,500 units).

STRATEGY FOR THE FUTURE

Although the significant "downsizing" of Ft. Ord will have wide ranging consequences, never before have our citizens had such a "once-in-a-lifetime" opportunity to reclaim such a large and valuable resource that Ft. Ord represents. Looking beyond the negative impacts, one begins to visualize the potential to shape the future of this region.

The Task Force Strategy Report and the analyses of its seven Advisory Groups provide over 180 recommendations on projects that should or could be considered during the reuse planning stage. However, ~~several~~ key strategies and concepts have emerged that call for community consensus and support. As we begin the long process of Base Reuse Planning toward eventual reuse of the federal property about to be declared "surplus" by the Department of Defense, the **MAJOR STRATEGIC THEMES** identified below can provide the needed focus to assure that local communities and organizations will work together for the overall good of the area's long-term goals.

added
The major projects recommended within the Strategic Themes listed below could have **POSITIVE** long-term economic impacts.

ECONOMIC IMPACTS

May 1992 — May 2002

\$497.3 million

M-BEST (Education Advisory Group) and Defense Finance and Accounting Center (Seaside)

202.2 million

Economic Development Advisory Group (six major recommended project areas)

10.6 million

Economic Development Advisory Group (two additional recommended project areas not listed in this Executive Summary)

Added

\$710.1 million

Total Recommended Long-Term Project Impacts

Job Creation Efforts

The underlying focus toward development of these reuse strategies was job creation. In the near-term, a substantial number of jobs will be lost. Thus, job retention is the first priority. However, long-term needs for our residents revolve around creation within the private sector economy of long-term, full-time jobs. Monterey County's retail sector brings in \$2 billion per year and employs 30,000 people, but these jobs represent predominantly part-time employment opportunities. The same is the case for at least 30 percent of the 29,000 people employed in the County's \$1 billion per year services sector. And the area's \$1.4 billion agricultural industry, with its 31,000 workers, is certainly classified as seasonal employment, as is the area's very successful tourism industry. Long-term, full-time employment appears to be the goal of the community's hard-working family members. And the downsizing of Ft. Ord represents a chance to create not only those types of jobs, but the private sector development will also increase substantially the tax base for local government entities.



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The Task Force's "Employment Impact Survey for the Ft. Ord Downsizing" gathered 900 responses from private sector firms which employed 28,504 residents. Of that total, 9,444 workers (33 percent) were classified as being employed part-time, on call or temporary. Such a large percentage of workers employed on such a tentative basis does not bode well for maintaining family values or a good quality of life. This only reinforces the Task Force's focus on attracting new employers into the area who can provide full-time, well-paying jobs. If such jobs can develop, the local tax base can be enhanced in a variety of ways.

STRATEGIC THEME # 1

Create an Education, Science and Technology Research Center,

The principal recommendation in this report is that within the Education/Research Consortium Complex, the Monterey Bay Education, Science & Technology Center (M-BEST) should be established. It will encompass a 25,000 full-time student campus of the California State University system, a multi-educational

center which builds on the CSU proposal listed in detail in the report. The central academic focus of this four-year university would be in the area of the sciences (e.g., marine biology, atmospheric, ecological and oceanographic studies, etc.) while still providing the full-spectrum of baccalaureate and graduate programs. This would be from its initial stages a fully-developed residential campus which provides housing for as many as 10,000 students. It would represent California's first attempt to create a model 21st century "magnet" campus which would likely attract students from throughout the state and nation. Included in this vision is the development of cooperative relationships with many agencies and institutions located along the Monterey Bay involved in scientific research, language training and international studies.

The campus by itself is projected to create a level of economic activity almost equal to that of the military departing the area. It will employ 3,000 people when the campus is fully developed who will earn an estimated payroll of \$200 million. The 25,000 full-time students will likely spend an amount equal to that being spent in the local economy by the 14,300 soldiers departing for Fort Lewis.

The University of California has proposed to coordinate with the CSU system a joint-venture research facility that would start out as a Science and Technology Research Park (300 acres) and work toward establishment of the National Marine Research Center. The university complex would work in partnership with: 1) research firms and institutions; and, 2) commercial enterprises which build upon the educational, scientific and research resources of the proposed M-BEST Center. Four major assets exist in the Monterey Bay area today: 1) this area is the "Language Center of the Nation"; 2) the Bay itself and those who study it or use it in studies constitute a major educational and research enterprise; 3) there exists an excellent infrastructure of utilities, services and educational institutes; and, 4) agricultural and tourism industries are the largest income producing enterprises in Monterey County, and they also constitute major portions of revenue in Santa Cruz County.

Other key elements of the Education, Science and Technology Research Center would include: Language Center; Environmental Science and Technology Research Center; Advanced Degree and Training programs; Alternative High School Program; Peace and Fire Officer Training Program; Multi-cultural Teacher Preparation; Health Professions Training; Fine and Performing Arts; Multi-cultural Professional Development; Center for the Study of Pacific Rim Countries; Program of Hotel & Restaurant Management; and, Agricultural Research & Applications.

Language Center. Builds upon the largest concentration of post-secondary language instruction in the nation — estimated to exceed 10 percent of such instruction in the U. S.

Environmental Science & Technology Research Center. Potential participants include the University of California @ Santa Cruz (Institute of Marine Sciences), California State University's Moss Landing Marine Lab, National Oceanic and

Atmospheric Administration (NOAA), Stanford University's Hopkins Marine Station, Monterey Bay Aquarium Research Institute, California Fish & Game (Marine Pollution Studies Program), U. S. Fish and Wildlife Service, Jet Propulsion Laboratory, U. S. Geologic Survey, Elkhorn Slough National Estuarine Research Reserve, National Oceanographic Data Center, National Weather Service (NWS), Pacific Fisheries Environmental Group, Naval Research Laboratory, Navy Fleet Numerical Oceanography Center, Naval Postgraduate School (Department of Oceanography), Cooperative Institute for Research in the Integrated Ocean Sciences (CIROS, a NOAA-NPS collaboration), Monterey Bay National Marine Sanctuary Administrative Office, Hartnell College, Monterey Peninsula Unified School District, and the Monterey Peninsula College.

Advanced Degree and Training Program. A multi-campus center drawing on the facilities of the M-BEST could fulfill important local educational needs and serve as the basis for attracting new firms to the area.

Alternative High School Program. Various programs on former base property could be used for continuing education of students who are looking for an alternative educational setting.

Peace and Fire Officers' Training Center. These activities could be coordinated with FBI training programs and include training in search and rescue. The Bureau of Land Management (BLM) has proposed to develop a Coordinated Resource Management Plan for portions of the downsized base that are outside the Ft. Ord core development area. The Peace and Fire Officers' Training Center could be under BLM leadership.

Performing Arts and Cultural Center. The new CSU campus would cooperate with local efforts to establish the Monterey Bay Center for the Arts, a cultural/theater arts center to be managed jointly by the university and a non-profit citizen advisory group. The complex would have three theaters, 2,000 seats, 400 seats and a 180 seat "vest pocket" theater. It would include living and working space priced at affordable rates to attract new artists. By potential usage from the academic population — providing a resource of creative talent and the opportunity for shared facilities — each is able to leverage the benefits of both.

Hotel and Restaurant Management Program. An educational program which responds to the requirements of this major industry, locally and state-wide, is needed.

Educational Facility and Housing Uses. The permanent barracks and associated administrative facilities to be classified surplus at Ft. Ord offer a significant opportunity for conversion into classrooms and dormitories with a high cost avoidance to the taxpayer (\$750 million) in developing a university campus. The CSU system also proposes to acquire 1,400 existing single-family homes in Schoonover and Frederick Parks to support housing needs for a residential campus.

Even though development of the campus will likely be implemented on an accelerated schedule, many of the 1,400 homes will not be fully utilized by the university for years to come. CSU officials should be encouraged to work with the Housing Authority of the County of Monterey and private developers to allow these homes to be used on an interim basis to handle the current unmet housing needs of low-income residents.

Defense Finance and Accounting Center. A significant opportunity exists to attract this facility to the area. A community-wide proposal to locate either a 7,000 or a 4,000-employee Defense Finance and Accounting Center at Ft. Ord has been pursued and coordinated by City of Seaside officials with the support of the Task Force and local jurisdictions. Seaside has proposed to build either size facility on two alternative locations near the entrance to Ft. Ord and near the proposed university site to attract the siting of a Department of Defense Finance and Accounting System facility within the next three years. The complex would employ either 7,000 or 4,000 local residents who had developed special skills in accounting, bookkeeping, auditing and other financial transaction activities. These would be well-paying jobs. Such a Center fits extremely well with the other components of M-BEST by capitalizing on the education of employees and by providing a major near-term economic recovery base that is environmentally compatible.

It would certainly be possible to expand the M-BEST project to include other elements. However, just the existing portions are projected to have positive economic impacts on our community. These are preliminary estimates of the possible job and annual payroll impacts:

<u>Project</u>	<u>Short Term Jobs Created</u>	<u>Long Term Jobs Created</u>	<u>Direct Long Term Payroll</u>
University Campus	1,000	3,000	\$200 million
Science & Tech Rsch Cntr	300	2,750	68.7 million
Language Center	50	150	5 million
Alternative High School	50	100	2.5 million
Peace & Fire Training	50	100	2.5 million
Performing Arts	30	30	.6 million
Hotel & Restr Training	100	200	8 million
Defense Finance & Acctg	7,000	7,000	\$210 million
TOTALS	8,580	13,330	\$497.3 million

STRATEGIC THEME # 2 Maintain Support of the Local Military Missions.

The military has played an important role in the Monterey region since the establishment of the Presidio of Monterey in the late 1700s. For the past 50 years, the military presence has been a major component of the regional economy, and the civilian communities have supported these military activities. Although the departure of the 7th Infantry Division (Light) will cause a major change in the total military contribution to the local area, the Defense Language Institute, the Naval Postgraduate School and Ft. Hunter-Liggett will remain on active status in this area. These substantial investments by the federal government must continue to receive community support.

The Defense Language Institute (DLI), Ft. Hunter-Liggett (FHL) and the Naval Postgraduate School (NPS) provide direct support to the economy through payrolls, civilian jobs, contracts for goods and services and federal impact aid to local schools. Just as important as these economic factors is the strength of the two education institutions (DLI and NPS) as it relates to the development of an Education, Science and Technology Center on Ft. Ord. The programs of instruction complement programs in marine science, environmental science, foreign language training, data systems management and other key areas.

The retention of a military enclave at Ft. Ord is essential to support the presence of DLI primarily and, to a lesser degree, the NPS. A total of 16,600 active military and their family members will be supported through facilities located within the enclave such as the PX, Commissary and the health clinic and hospital. The recommendation is that the hospital be operated on a joint-use basis. Additionally, the enclave's facilities will support the 17,505 military retirees and their family members living and working in the Tri-County area along the Monterey Bay. Although the Task Force and local communities have recommended changes in the size and exact location of the enclave in order to enhance civilian redevelopment of the property at Ft. Ord, all understand the requirement to support the continued operations of both DLI and NPS and their most significant contribution to the region.

STRATEGIC THEME # 3

Expand Our Region's Parks, Recreation and Open Space.

Monterey County is recognized throughout the world for its recreational venues and its stringent protection of environmental resources. The County has more than 130 miles of beaches, more than any other California county, and even more than most states or nations. Some of its most treasured natural resources are hidden from view, others obviously are not. Monterey County's economy, because of the area's superb recreational attractions, is enriched by more than \$1.2 billion in annual tourism income. But none of these recreational activities has been allowed

to override our local residents' desire to protect habitats, especially those supporting rare and endangered species. Commerce has been allowed to prosper here, but not at the expense of our world-class environment.

Many of Ft. Ord's "surplus" properties are an integral part of those same ecosystems, and must be protected, just as state and local beach-front and nearby coastal properties have been protected. In fact, the change in status for Ft. Ord properties presents the community with a rare opportunity to further improve upon our long-standing efforts to protect the environmental resources with which this area has been blessed.

The U. S. Bureau of Land Management, a division of the Department of the Interior, has proposed to take over management of much of the undeveloped portions, especially the environmentally-sensitive areas, of Ft. Ord under the auspices of a Coordinated Resource Management Plan (CRMP) in partnership with the California Fish and Game, Monterey Peninsula Regional Park District, the County of Monterey, and as many as 3-6 other local or state agencies. The strategy would be to retain portions of the undeveloped lands south of Inter-Garrison Road in federal ownership, with BLM facilitating preparation of the CRMP for future management. This would help protect the area's special botanical values while still allowing future development to support the needs of compatible public and non-profit agencies.

This would allow many of the more inland or interior areas to be preserved in their natural state, yet put to more productive uses. The environmentally-sensitive areas include those with steep slopes, endangered species or other unique habitats, wildlife areas including wetlands to be preserved as open space, or other areas that could support a broad range of recreational uses which have been judged to be consistent with resource preservation guidelines. The BLM has authority to transfer lands at minimal costs to public and private agencies for educational, health, fire, law enforcement, wildlife, or administrative needs. These options would be fully evaluated during development of the CRMP. The BLM proposal does not foreclose on future development projects.

The recommendation is that the BLM coordinate management of these environmentally-sensitive areas rather than suggest that the large number of proposals made for reuse of these areas be considered piecemeal by the various political jurisdictions.

Many proposals have been made for developing the four miles of beach front. However, these dunes areas were previously used as firing ranges by the Army and may require substantial clean-up efforts. The beach areas provide natural habitat for many rare and endangered species. Thus, preserving the beaches and sand dunes as open space to support limited park and recreation activities would serve the environmental concerns of the region. At best, the future may call for limited visitor-serving development.

STRATEGIC THEME # 4 Develop the Support Structure to Implement Major Economic Development Strategies and Land Use

Among the key elements of Task Force activities was the need to assure that the proper support structure was developed or maintained to support reuse planning activities. The former military property cannot be put to productive uses under any time-frames or development scenarios unless there is proper and complete clean-up of environmental pollution within this Superfund site, and unless most of the necessary infrastructure for other private or public development projects is in place before the reuse process begins. These are the key elements. Thus, the seven Advisory Groups paid particular attention to analyses which fully considered the critical areas of water, sewer, solid waste, air quality, transportation, housing, job creation and skill training, health, human and public services and inter-segmental education partnerships which involved local programs from kindergarten to post-graduate studies. The focused and concerted follow-on efforts to plan for and develop the requisite support structure are critical to the success of the Strategic Themes.

STRATEGIC THEME # 5 Develop Supporting Economic Development and Other Opportunities.

The Economic Development Advisory Group considered 25 separate concepts for implementation under the reuse plans soon to be formulated by the appropriate political jurisdictions. The Advisory Group chose to endorse for full support 15 of the 25 proposals. The core project proposed was the M-BEST proposal mentioned above.

However, six other proposed projects are mentioned here as examples of innovative ideas which are worthy of full community support: 1) An Agricultural Center (including food processing and distribution with value added component for exports). A global competitive state-of-the-art Agricultural Center will be an advantage to the region's agricultural industry by providing coolers, processing, distribution and packaging facilities; 2) An Educational Conference Center for business and professional meetings with emphasis on maximizing productivity, and capitalizing on the wealth of information available from the nearby university/research complex; 3) High Technology Manufacturing. A scientifically-oriented university which focuses on marine sciences, aquaculture, environmental sciences, agriculture and other related disciplines would develop theory in those areas. In turn, private firms located nearby in the research park would work to turn theory into practical applications. Then a local high tech manufacturing cadre of businesses would produce the instruments or other products to support industries in those related disciplines; 4) Aquaculture. The Central Coast already has a number of these businesses, some of which may expand and consolidate their activities at Ft. Ord. The opportunity to locate production operations adjacent to research facilities

provides an incentive for businesses which rely on innovative techniques to improve productivity and profitability; 5) Telecommunications. In order to take advantage of the specific expertise available in the Monterey County area, certain specific types of telecommunications activities should be pursued including international trade (particularly agriculture) and oceanographic activities; and, 6) An International Trade Resource Center. The Central Coast needs, but does not currently have, a resource center that can provide a full spectrum of services necessary to exploit the potentially large international market for local products and services. What could be established here would be: an International Trade Center type facility with a nucleus of experienced staff; an incubator facility which would attract the infrastructure services not currently located in this area; and, support for core industries that could provide thousands of new jobs for local residents.

The estimated job and payroll impacts of the six economic development projects listed above are as follows:

<u>Project</u>	<u>Short Term Jobs Created</u>	<u>Long Term Jobs Created</u>	<u>Direct Long Term Payroll</u>
Agricultural Center	100 <i>1000</i>	4,300 <i>5000</i>	\$84 million
Ed Conf Center	385 <i>150</i>	385	7.7 million
High Tech R & D/Mfg.	750	6,600	99 million
Aquaculture	25	50	1.5 million
Telecommunications	100	200	6 million
Int'l Trade Rsrs Center	100	100 <i>200</i>	4 million
TOTALS	1,460	11,635	\$202.2 million

Other Opportunities

new Solutions for the provision of other human service needs must also be pursued. The Silas B. Hays Hospital should continue to play a vital role within the overall health care system if arrangements can be made with the Army to operate it on a joint-use basis after the downsizing is complete.

Local agencies have made application to the U. S. Department of Health and Human Services to secure surplus property and facilities at Ft. Ord to support the needs of homeless individuals and families under the provisions of the McKinney Act. It will take approximately sixty days before specific plans can be identified and forwarded to federal officials now that the application document has been filed.

However, the Task Force supports these coordinated efforts to provide for the needs of local residents, and pledges to work with those officials who are coordinating ongoing efforts until the final application is submitted later this summer.

The Education Advisory Group has developed plans to mitigate the effects of direct and indirect job displacement for local residents caused by the move of the Seventh Light and the subsequent downsizing of the base. An Opportunity Center would be established as a one-stop point-of-contact for displaced workers and small business owners whose enterprises have been adversely affected by the forthcoming changes. The Opportunity Center would be established at a centralized location to provide a broad spectrum of information and services needed pertaining to job opportunities, job training, placement, relocation opportunities, support services such as unemployment benefits and welfare, and small business assistance.

STRATEGIC THEME # 6 — Develop Government Structure to Prepare the Base Reuse Plan and Execute the Strategies

Although disposal of surplus property by lease or by sale will probably not occur before 1995, the community's initial Base Reuse Plan should be completed before the end of 1992. Decisions on how to form a government structure which includes all the appropriate political jurisdictions are needed as soon as possible. The recommendation is that there be a single governing unit representing impacted jurisdictions which will be responsible for the implementation of these strategies. There are several possibilities being analyzed.

The Cities of Seaside and Marina have formed through a Joint Powers Agreement the Fort Ord Economic Development Authority. The County Board of Supervisors is considering a list of options on how to proceed toward development of the reuse plan now that the Fort Ord Task Force has issued its Strategy Report. Three other local cities, Monterey, Sand City and Del Rey Oaks have made application to the Monterey County Local Agency Formation Commission (LAFCO) to annex portions of the former military base. These entities obviously have an interest in participating in future land use planning decisions about the former Fort Ord property.

NEXT STEPS

The Fort Ord Task Force leadership will continue to monitor the follow-on planning efforts of the governmental structure created to develop the Base Reuse Plan. A Task Force meeting will be held when the Army schedules a briefing on its recommended changes to the Presidio of Monterey Annex enclave. It is expected that will take place in September, 1992. Subsequently, meetings of the Task Force may be conducted to review progress toward implementation of the Strategy.

FORT ORD COMMUNITY TASK FORCE

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INTRODUCTION

INTRO

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INTRODUCTION

Monterey County has one of the most diverse local economies of any California county. The major segment of economic activity for many years revolved around three primary industries: agriculture, tourism and military. These brought income of approximately \$4 billion into the community in 1990. When the appropriate multipliers are applied to the community's primary income account, these sectors together provide the vast majority of Monterey County's annual financial resources. Additionally, the three sectors employed 72,800 people in 1990 or 44 percent of all wage and salary workers (agriculture, 18%; tourism 12%; and military, 14%).

Now the community is faced with a major change in its well-balanced economy. After previous attempts to close Ft. Ord, the fate of one of the nation's most efficiently run installations was sealed with the Base Realignment and Closure (BRAC) decisions of 1991. Although the military has made preliminary plans to retain an enclave of 1,300 acres of the sprawling 28,000 acre installation, the fabric of the region will be torn with sudden and severe socioeconomic repercussions.

To help cope with the severe socioeconomic impacts of the downsizing and to develop community consensus of possible reuse strategies, the Ft. Ord Task Force was formed. In addition to the analysis undertaken by the 330 members of the Task Force and another 300 local people, community leaders conducted during 1991-92 three vision-defining workshops to identify what the residents of this area desire in shaping the long-term destiny of the region.

The scope of work for preparation of this Strategy Report document reflects the best views and consensus of the entire Task Force effort to produce a Strategy.

FORT ORD TASK FORCE

The Ft. Ord Community Task Force was organized by Congressman Leon Panetta, California 16th District, on February 3, 1990. This was a response to the Department of Defense announcement that it intended to relocate the Seventh Infantry Division. The purpose was to evaluate the military rationale for closure and to assess the economic impact on the community. Elected officials of the County and personnel with special knowledge of Ft. Ord and the Seventh Division were selected to evaluate the defense-related issues and socioeconomic impacts on the region.

all new

An initial report was completed in March 1990. Its contents were briefed to all key Congressional Committees and senior representatives of the Department of the Army in May 1990. All of the recommendations of the Task Force were included in the Defense-related legislation of 1990. Among the recommendations was the formation of the Base Closure Commission.

In April, 1991, the Secretary of Defense announced his list of recommended base closures, and Ft. Ord remained on the list. The Task Force expanded its membership to include representatives from the State level and three additional cities. A more detailed report was prepared and briefed to the Base Closure Commission in early May 1991. Shortly after the briefing, the Task Force began to revise its role in order to develop a "Strategy" for reuse and redevelopment of the Ft. Ord property. Seven Advisory Groups were designated and Chairpersons selected in early July. Goals and objectives were defined. By mid September 1991, the membership of the seven groups was designated to include representation from public, private and special interest groups.

From October 1991 to May 1992, the Advisory Groups gathered information and established guidelines, evaluated concepts, developed and measured alternatives and finalized recommendations. Hundreds of suggestions were received. Public meetings and forums were conducted to ensure the maximum input by the public.

A more complete description of the Task Force, its organization, workplan and membership is included in this report. The overall effort was based on harnessing the talents, expertise and time of a wide range of dedicated volunteers.

Ft. Ord Task Force members and staff are indebted to all those who helped in the development of this Strategy Report. Countless hours of volunteer time, augmented by county, city and special district staffs and consultants were required. The following types of activity were used to develop community consensus about strategies for reuse: Public meetings, citizen input, vision statements, consensus workshops, Task Force meetings, Advisory Group meetings, Subcommittee meetings, public entity executive strategy sessions, public entity staff sessions, organizational briefings, technical advisory sessions, press releases, press conferences and consultant studies.

CHANGES AT FORT ORD

The military planning process to define changes at Ft. Ord began in mid 1991. The proposed plans for downsizing the fort were briefed to the Task Force on 14 February

1992. The Task Force responded with recommended changes to the plan on 2 March. The final plan will be completed in September, 1992. Based on guidance from DoD and the Department of the Army, those plans should be executed in four general phases.

- Movement of the 7th Infantry Division (L), its supporting units and family members to Ft. Lewis, Washington.
- Relocation of remaining military requirements into an "enclave" at Ft. Ord.
- Pollution cleanup studies and remediation.
- Disposal of surplus property.

The movement phase should begin in early 1993 and should be completed by mid 1994. The 7th Division will deploy in three major increments of about 3,800 troops during the last three quarters of 1993. During the first half of 1994, about 1,200 troops in supporting units will depart. During the movement phase, family members numbering about 17,000 will also relocate, albeit some families will move after the military sponsor.

Facilities at Ft. Ord will be vacated in a piecemeal manner. Deployment increments do not live in contiguous blocks of barracks or housing areas. In effect, barracks, motor pools, housing and other facilities will be thinned out during the 18 month movement.

During the latter portion of the movement phase and extending into late 1994 or early 1995, military activities to remain at Ft. Ord will be shifted and consolidated into the proposed enclave of 1,300 acres which includes 1,590 housing units. The off-post housing of the military in the local area will approach zero. On what remains of Ft. Ord, the military will retain four million square feet of building space. It will dispose of almost 14 million square feet of building space, over 26,000 acres of land and 4,773 family housing units.

Throughout the period, pollution cleanup activities will continue at Ft. Ord. The necessary Remedial Investigation/Feasibility Study (RI/FS) will be completed in December 1994 and should provide a more accurate picture of what remediation must be accomplished.

Disposal of surplus property by lease or by sale will probably not occur before 1995. The speed of disposition will be paced by the RI/FS process, cleanup of property, funding, decisions regarding parcelization and priorities for cleanup of specific areas.

DOWNSIZING IMPACT SUMMARY

Studies by three separate teams of consultants during the period March-May, 1992 concluded that there would be major economic and social impacts caused by the Army's decision to move the Seventh Light Infantry.

now

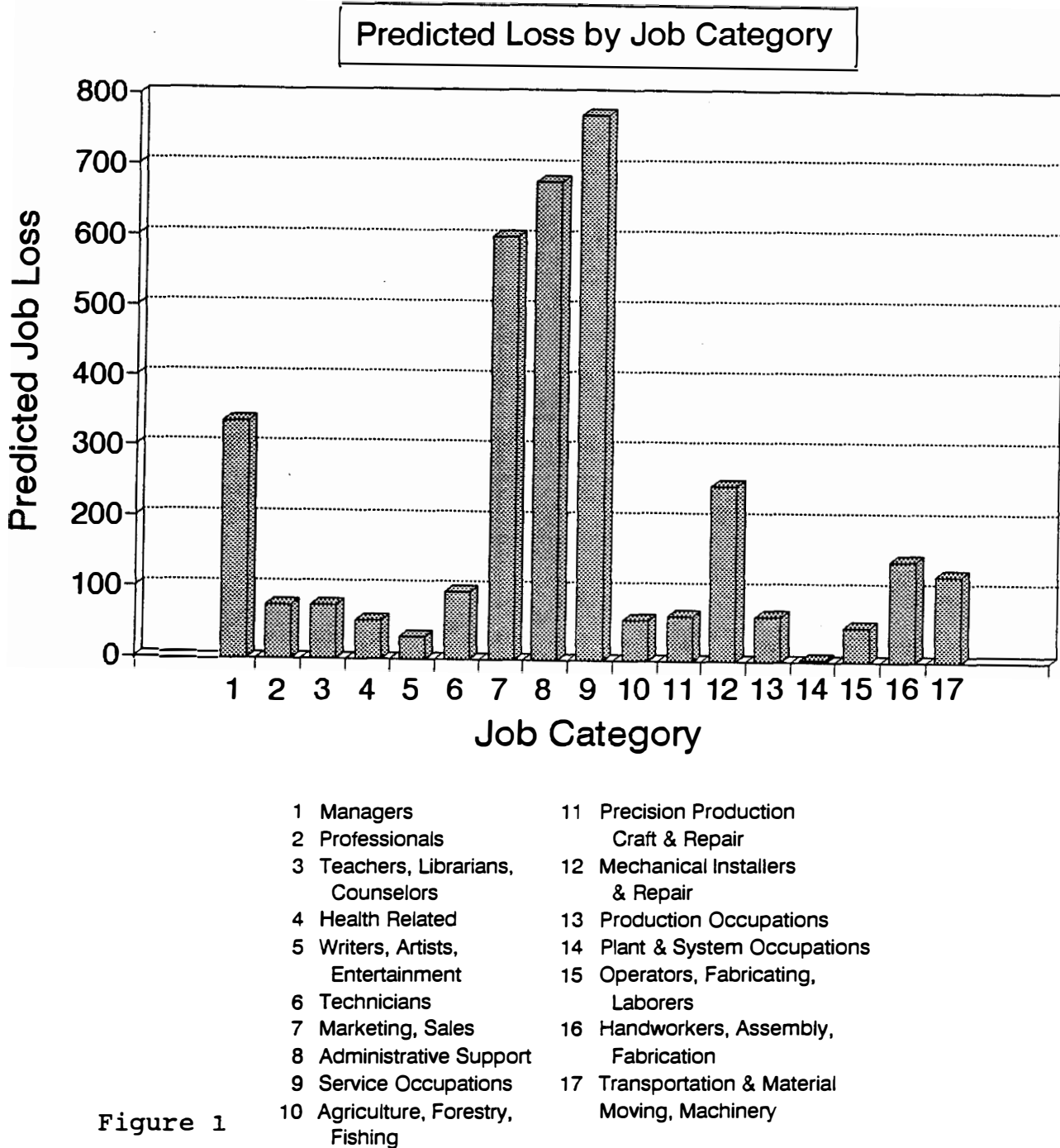
The total population losses of the downsizing are predicted to be 34,913 residents - 31,412 active duty and dependents plus 3,501 Ft. Ord civilian employees and dependents who are expected to move out of the community. Hardest hit will be the communities immediately surrounding Ft. Ord, especially Marina and Seaside. These two cities will lose not only a large off-base population totaling nearly 4,500, but also nearly 25,000 military and their families who live in on-base housing. The City of Monterey is also affected, with a total population loss of over 4,000. Marina's total population loss will be 55 percent, Seaside's will be 22 percent, Monterey will lose 13 percent of its population and Pacific Grove, 9 percent.

Local fiscal losses will also be substantial. The City of Marina will suffer the largest projected impact with a loss of over \$570,000.00 or 14 percent of its budget. Seaside is estimated to lose over \$1 million or 10.5 percent of its budget. The County of Monterey is anticipated to lose nearly \$3 million in revenues. The Monterey Peninsula Unified School District has projected that it will lose \$22.5 million (33 percent of its total budget). Other schools impacted estimate revenue losses of \$1.5 million and pupil losses of 485 students.

Based upon a simulation of the U.S. Forest Service's IMPLAN model (Impact Analysis for Planning), the projected impacts of the loss of the Seventh Light Infantry to the Monterey County private economy because of Ft. Ord's downsizing are as follows:

A total of 3,473 private sector jobs will be lost because of direct, indirect or induced impacts of the downsizing. The major categories of projected job loss within a matrix of 17 job categories include service occupations (771 jobs), administrative support (678), marketing, sales related (600), managers (334) and mechanical installers/repairing (247). See Figure 1 on Page 5.

Fort Ord Downsizing Effects on County Employment Patterns



In April, 1992 there were 3,605 civilians employed at Ft. Ord. That number was projected to drop by 300 in 12 months and another 1,100 in 24 months. By 1997, only 1,329 civilian employees will remain employed within the new Presidio of Monterey Annex. Thus, 2,276 civilian jobs will be lost at Ft. Ord during the period April, 1992 to April, 1997. See Figure 2 below.

Fort Ord & Presidio of Monterey Annex Civilian Employment 1984-1997

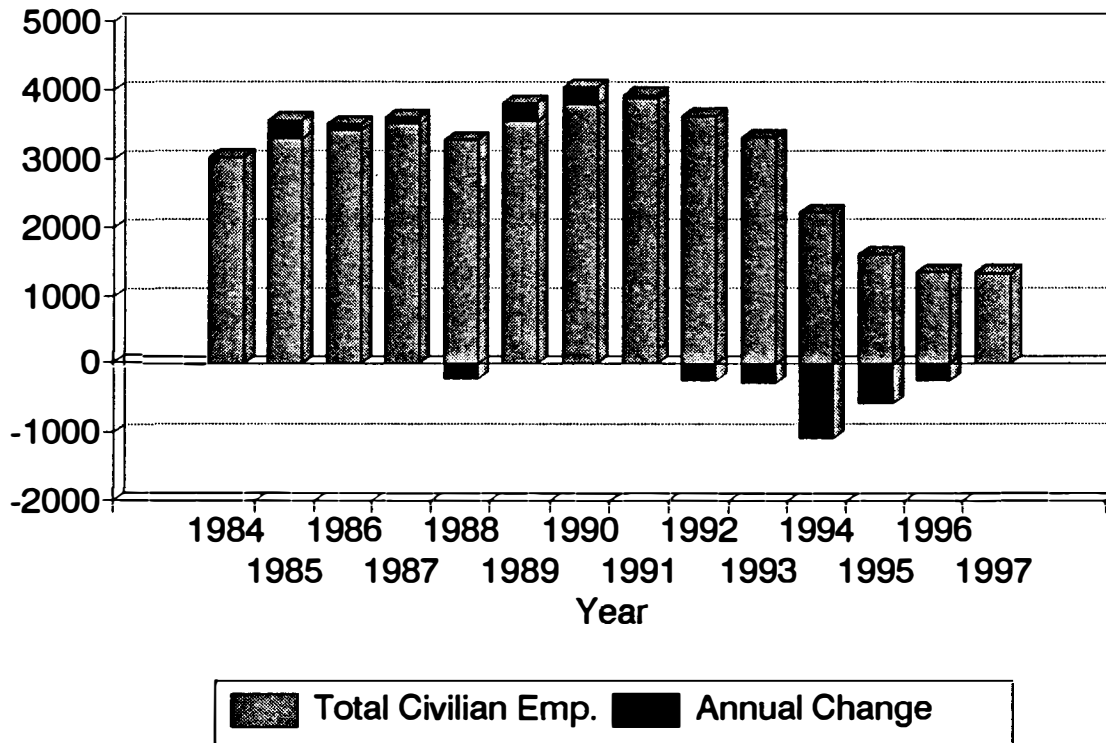


Figure 2

When the Seventh Infantry's 9th Regiment begins its move to Ft. Lewis on March 6, 1993, a total of 13,050 Light Fighters are scheduled to depart the Monterey County area by the end of 1993. As of January 1, 1994, only 1,235 soldiers will remain, and that number will drop to 15 by the end of 1994. The majority of military family members who will move to the Tacoma area will do so by the end of 1993. The remainder will have moved by the end of 1994. Family members have 120 days to complete their move once their head-of-household has transferred to Ft. Lewis.

At that point, in mid-1994, Monterey County will have 31,000 fewer residents than if the base had remained unchanged—some nine percent of the County's total population will have left. Even after the base is downsized, the area will likely experience slower population growth for years to come.

The change in Monterey County's active military population over the next few years will be rather drastic.

Figure 3 listed below identifies the depth of the losses.

Monterey County Military Employment 1984 - 1997

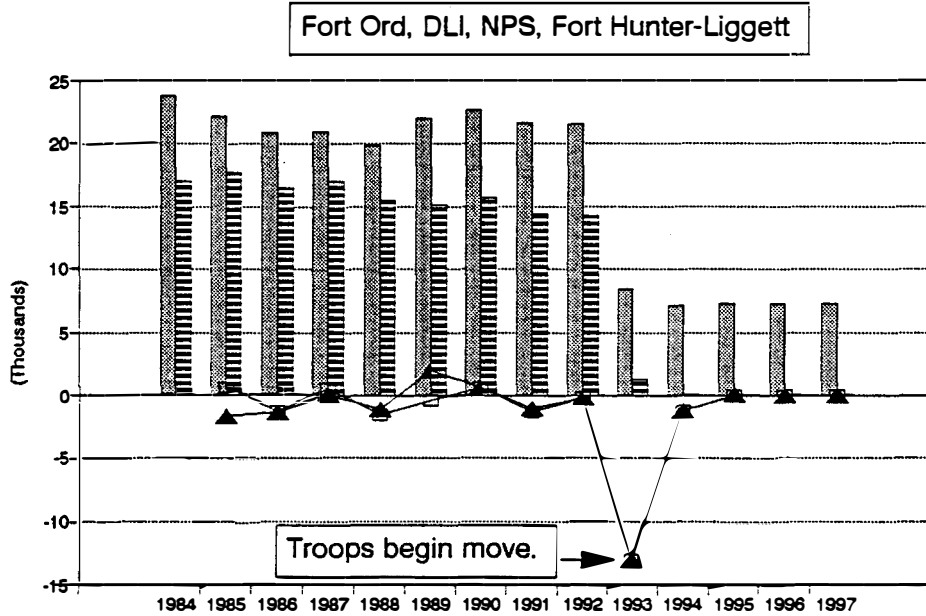
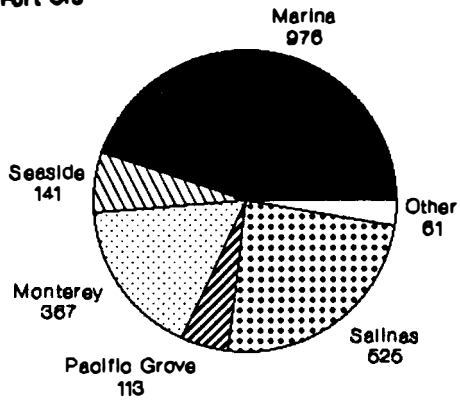


Figure 3 ■ Total Mil Emp ▲ Annual Increase ▨ Ft. Ord Mil Emp ◻ Annual Increase

More than 7,003 military retirees and their 10,505 dependents live in the Tri-County/Southern Santa Clara County area. They and their families currently can use Ft. Ord's hospital, PX and Commissary. Although the PX and Commissary will remain, the status of the hospital is yet uncertain. Thus, a number of these retirees may leave the area to relocate near other, operational military bases with similar facilities. And new retirees will be somewhat less likely to retire and locate in the community after 1992.

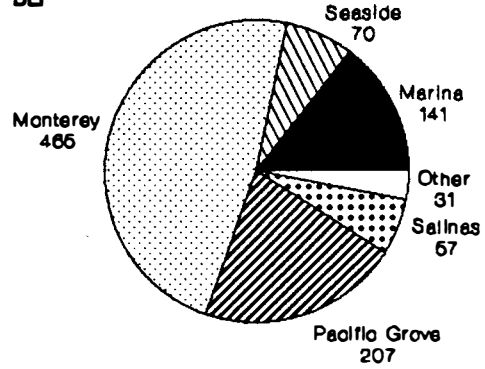
Housing impacts will be as great as the projected job impacts. Even though the Army's enclave will retain 1,590 housing units for use by military stationed at other local facilities, 4,773 on-post housing units will be "excessed" by the Army. Another 3,672 units of off-post housing will then have no prospective tenants coming forward from the active military community. All remaining military families will be housed in the Navy's La Mesa housing development, at the Presidio of Monterey or within the Army's enclave at Ft. Ord. Thus, a total of 8,445 local housing units, on and off post will have been vacated by military families as a result of the move of the Seventh Light to Tacoma. See Figure 4 below concerning the current location of off-post housing.

Assigned To Fort Ord



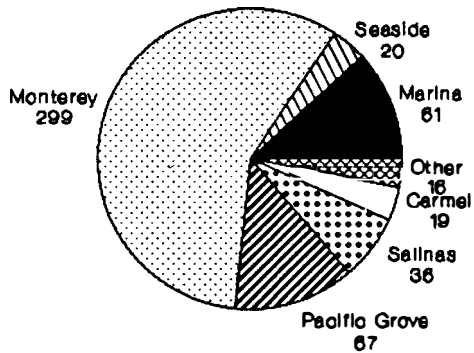
Other
 Carmel 27 Pebble Beach 11 Watsonville 6
 Prunedale 5 Castroville 5 Hollister 2
 Santa Cruz 1 Del Rey Oaks 1

Assigned To DLJ



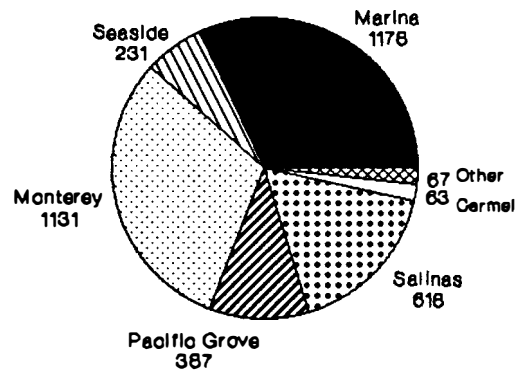
Other
 Carmel 17
 Del Rey Oaks 6
 Pebble Beach 7
 Castroville 1

Assigned To NPS



Other
 Del Rey Oaks 7
 Pebble Beach 5
 Watsonville 1
 Castroville 2
 Oak Hills 1

Total Off-Post Population By City - All Installations



Other
 Del Rey Oaks 14
 Watsonville 2
 Hollister 2
 Pebble Beach 23
 Santa Cruz 1
 Oak Hills 1
 Prunedale 5
 Castroville 6

The process of vacating these off-post rental units by local military personnel will create excess supply in the local housing market for many years. A similar oversupply is expected to dampen any new retail or commercial construction in the area.

Sedway and Associates, the consulting firm under contract to the County for the housing impact study, has projected substantial increases in rental vacancy rates for five Peninsula cities in the near term (1993-1996). In 1990, Marina had 5,294 rental units and a rental vacancy rate of 1.7 percent. The worst-case scenario for Marina would see its rental vacancy rate increase to 36 percent which represents 1,190 rental units suddenly unoccupied. In 1990, Monterey had 8,556 rental units and a rental vacancy rate of 4.9 percent. The worst-case scenario would see its vacancy rate increase to 11 percent which represents 800 rental units. In 1990, Pacific Grove had 4,002 rental units and a vacancy rate of 4.2 percent. The projected increase would be to 10 percent or 400 units. Salinas in 1990, had 18,516 rental units and a vacancy rate of 3.2 percent. The projected increase would be to 8 percent or 1,500 units. Seaside, in 1990, had 6,829 rental units and a vacancy rate of 3.7 percent. The projected increase would be to 13 percent or 500 vacant units.

new

OPPORTUNITIES AND CONSTRAINTS

Opportunities (For entire list, consult the seven advisory group reports.)

more global

The interrelated activities of the seven Advisory Groups, public forums, vision defining workshops and public meetings produced a large number of opportunities for the reuse and redevelopment of Ft. Ord. There are opportunities to:

1. Shape the future of the region based on the vision of the citizens of the county.
2. Create employment opportunities and good jobs to minimize projected impacts of the downsizing of Ft. Ord.
3. Develop economic activities which are compatible with the region, diversify the economy and complement the existing economy.
4. Develop educational programs from preschool through the graduate level to provide the skills necessary for the wide range of jobs created.
5. Protect the diverse environmental resources of the area.

new

6. Provide for parks and recreational activities and facilities.
7. Expand the arts and cultural programs of the region.
8. Provide for a desired mix of jobs and housing.
9. Provide the necessary housing programs and facilities for the homeless.
10. Capitalize on the region's diversity of cultural resources.
11. Expand and improve on the regional transportation system to include new corridors, a regional transportation center, rail and bike and trail routes.
12. Improve the infrastructure systems and modernize to 21st century standards.
13. Augment water resources through reclamation, storage and dual piping systems in new construction.
14. Shape the pollution cleanup priorities for redevelopment while maintaining federal, state and local requirements for health and safety.
15. Capitalize on public benefit conveyances for the recognized needs of education, medical care and parks and recreation.
16. Create marketing plans and programs to ensure the success of redevelopment efforts.
17. Form a governmental structure to coordinate the planning and execution of recommended strategies.

Constraints (For entire list, consult the seven Advisory Group Reports)

The Task Force Advisory Groups also identified a shorter but no less important list of constraints which might delay or prevent development of any of the above identified opportunities.

1. Substantial pollution cleanup requirements located throughout the base which qualified the base for listing as a Superfund site, and which require time and funding to complete.

2. A possible diminishing of fresh water resources as a result of long-term seawater intrusion of the nearby groundwater aquifers.
3. Inadequate infrastructure, much of which has been suitable for military base uses, does not meet California State Codes and will impede development if used by nonfederal agencies.

Before base property can be transferred to ownership by other nonmilitary users, the Army must prepare an Environmental Impact Statement (Record of Decision) before August 1993. The Remedial Investigation/Feasibility Study to determine pollution cleanup requirements must be completed by December, 1993. All development constraints will be identified and possible mitigation measures outlined along with a timetable for mitigating the environmental concerns identified in the study. The constraints identified and measures designed to handle the problems will be the basis of establishing appraised values of the unneeded land before title to the properties is sold or lease arrangements are finalized.

*new
in
this
plan*

CONCEPTS EVALUATED

Pacing Factors

A number of external factors existed prior to the base closure decision, or developed soon after the Task Force began work on its strategy report. Thus, the pace of any reuse strategy is severely impacted by external forces over which Task Force members have little or no control.

1. Retention of a military enclave. When DoD concluded that some former Ft. Ord facilities would be needed to help support other military operations in the area, the shape and size of the proposed enclave became the most important pacing factor. Final decisions are still pending. ✓
2. Toxic Pollution Cleanup Efforts. All of Ft. Ord has been classified as a Superfund site by the U.S. Environmental Protection Agency. Current law requires that all polluted areas must be cleaned before civilian uses can be identified for any portion of the former base not located within the retained enclave. Efforts to allow disposition by parcels—especially those untouched by toxic pollution—will alleviate this problem.

Problems abound with the Superfund program which may seriously affect the pace of pollution cleanup efforts at Ft. Ord. Estimates of the nationwide cost of toxic pollution cleanup have soared as

high as \$750 billion—eclipsing even the cost of rescuing the savings and loan industry. After 12 years and \$11 billion spent so far, just 84 of the 1,245 sites of the Superfund high-priority list have been cleaned up. Local officials must find ways to keep the current process at Ft. Ord moving forward and not let the project get caught up in the debate among scientists and regulators on how to solve the nation-wide problem.

3. Federal Nonmilitary Uses of Former Base Property. All federal nonmilitary uses can take precedence over proposed state, local or private enterprise operations. Once the Army decides how it plans to configure the enclave, these agencies will have the next opportunity to identify how and where their proposed projects may be operated. Federal law established through passage of the McKinney Act, allows local housing advocates or authorities to stake claim to surplus government land and buildings in which to house the homeless.
4. Public Conveyance. The provisions of the McKinney Homeless Assistance Act are one of an extensive list of public conveyance possibilities where surplus federal land or facilities can be deeded over to other public agencies at no cost. Detailed reuse strategies or plans cannot be established until the above mentioned considerations are handled. Too, alternative uses cannot be proposed if sufficient utility or infrastructure systems do not exist to support proposals for higher or better uses.

Evaluation Process

Even before the seven Advisory Groups formed, many reuse concepts were offered via letter to community leaders, letters to the editor or in the initial public meetings held throughout Monterey County. Once the seven groups began formal deliberations, other possibilities were identified. In all, about 135 detailed suggestions were received and thoroughly investigated.

At this point, emphasis was placed more on considering wide-ranging or "global" issues. Monterey County already has a world-wide reputation for unique attributes. Among the most prominent are the following:

1. When environmentalists speak enthusiastically about not letting mankind dominate nature, few areas will rival the partnership that Monterey County residents have established with their natural resource base.

2. The County's agricultural industry is a world leader in technological development. Few other U.S. areas or industries have enjoyed the productivity gains local workers have achieved.
3. Monterey County has one of the most stable population bases in the Western United States. During the 1980s when California's overall population grew tremendously, local population growth came almost exclusively from natural causes (the difference between births and death). Natural population increases during that period accounted for 92 percent of the population growth. Only eight percent came from net in-migration. In contrast, the state's population growth from in-migration during that same period was 44 percent.
4. Monterey County is first and foremost a "working family" community. It has the largest percentage of people in the prime working ages of any California County except for Alpine and Mono Counties.

Task Force members were not given the responsibility to deliver specific reuse plans that could be narrowed down to site coverage ratios, square footage per work space, etc. Those would be left to the government planners, building inspectors and elected officials. Instead, members were tasked with trying to redefine the area's character, quality of life, employment base and infrastructure systems status. If the downsizing of Ft. Ord were to prove to be a once-in-a-lifetime opportunity for the community, its leadership had to first define a collective vision built around global issues.

Each Advisory Group processed information, deliberated alternatives and reached conclusions using different procedures. Chairpersons were briefed on the fundamental differences between community consensus "strategies" which the Task Force was charged with preparing and a second-stage "reuse plan" document which would be prepared later by local government. Most importantly, a reuse plan would be used in the forthcoming negotiations with DoD to transfer title from federal ownership of Ft. Ord surplus property and facilities to local ownership.

Specific concepts were considered and measured against a list of alternatives. By April 15, 1992, the seven Advisory Groups had prepared a list of recommendations, all of which are listed in later sections of this report.

ALTERNATIVES CONSIDERED

The seven Advisory Groups reviewed the broad list of alternatives and suggested concepts using various processes and methodologies. Each established its own process of analysis. All looked for projects with great potential, ones which could help shape the area's destiny. Jobs had to be created as quickly as possible to mitigate the short-term impacts. But long-term solutions could not be shunted aside. Even though broad concepts were explored, practical solutions to the job-loss impacts were seriously considered. All of the broad concepts examined could take years or decades to fully develop. However, each contained some opportunities to create jobs during the next few years (1993-1995).

A higher education complex was seriously considered along with graduate programs tied into a separate marine biology research park project. An arts and cultural/performing arts complex was proposed in conjunction with commensurate university facilities. Large areas would be set aside for parks and recreation activities. Whether to have extensive beach development or no beach development was carefully considered. A broad range of housing issues was explored: homeless, low income, affordable retirement communities and university student housing in nondormitory complexes. Additional foreign language training programs were proposed, especially intensive summer programs. An educational conference center was investigated which would complement the university and marine biology research park activities.

Read
The higher education complex under consideration would be centered around a new type of four-year university campus. It would present a different type of curriculum than that offered anywhere else in the California State University system. It would also represent a different way of doing business within the state's higher education system. It would offer joint advanced studies and joint doctoral studies.

U.C. at Santa Cruz students and California State University students would work together within a consortium of federal, state and private enterprise research facilities and educational teaching programs located throughout the Monterey Bay. These advanced degree programs would specialize in marine biology, biotechnology, high tech information management systems, and other science and technology programs all woven together through intersegmental cooperation among all local educational institutions, elementary through post-secondary. Not only would different levels of educational institutions support each other, federal and

state research agencies would also locate somewhere along the Monterey Bay through a unique structure in which these governmental agencies complement each other. In an era of scarce governmental financial resources, facilities and programs would be designed that no one agency could afford to construct on its own. If the model succeeds, it could eventually result in the siting here of the following 21st century institutions:

1. National Marine Research Center
2. National Center for the Environment
3. National Library of the Environment
4. Regional Center for the National Undersea Research Program

Are Monterey County residents ready to make major investments in the future to help lead California into 21st century technological development, environmental education and preservation—projects built around the principle of "sustainable development"? There are few world-class environments located anywhere along coastal areas which have the international perspective of Monterey Bay residents that could help educate and train a cadre of professionals to manage the world's ocean systems. The more than 300 members of the Ft. Ord Community Task Force have concluded that our community has a higher education mission that few areas have ever been offered and that residents are prepared to assume the necessary long-term strategic planning perspective.

However, alternatives had to be considered which measured local needs against state and even national priorities. If a four-year college campus was the key factor toward making all those educational and research programs function in a complementary and coordinated fashion, some of the community's affordable housing needs might require trading or moving projects elsewhere to provide first for the housing needs of university students. The County has a waiting list of 7,500 low-income families who do not have adequate housing. The downsizing of Ft. Ord will provide 4,773 "excess" housing units which could help alleviate those community needs. ✓

Under normal circumstances, there would be no justification for the location here of a state-supported nonresidential campus. The community does not have the population base to support a Central Coast nonresidential campus. For example, 70 percent of San Jose's students live within a 20-mile radius of the campus. Thus, the need for dormitories on the San Jose campus in which to house full time students is minimal. In Monterey County, the State University could only function as a "residential" campus, one of the system's few "magnet" campuses where students from throughout the state and X

nation could compete to attend. Estimates are that 70 to 75 percent of California State University @ Monterey Bay students would have to live on campus or in rental units in the nearby communities. And the vast majority of these would likely choose to live on campus.

CSU officials have identified 1,400 single-family housing units in Schoonover and Frederick Parks which would be required for student housing needs. These plus dormitories now housing soldiers in the Infantry Hill, DIVARTY and DISCOM areas would provide enough housing for up to 8,000 students and 400 faculty families. Using a regional perspective, which is the greater need?

Can the housing needs of the educational complex be balanced with needs of low-income residents or the homeless? Can the area's unique language training resources be integrated into Ft. Ord reuse strategies to help maintain the community's reputation as one of the nation's most racially-balanced counties? Are local residents willing to work to maintain these efforts to honor cultural diversity to the point where the National Language Training Center could also be located here?

When various Task Force Advisory Groups weighed these alternatives, they came up with a practical compromise. The siting of a university campus here would not make economic sense without acquisition of the needed housing units. But the units would not be needed, in their entirety, for use as student housing until five to ten years hence. Thus, the Housing Advisory Group has suggested that the State could immediately acquire ownership of the 1,400 housing units, but turn them over through an interim lease arrangement, to the Housing Authority of the County of Monterey. The Authority could quickly use the units to meet the affordable housing needs of low-income residents until the units were actually needed for student housing uses. This would give affordable housing advocates another 5-10 years to construct the needed permanent units throughout Monterey County. Through such a cooperative arrangement, both needs could be met over the long term.

PRIORITIES AND RECOMMENDATIONS

Priorities

The Task Force chose to develop a Strategy Report for public review by May, 1992. This report was designed to be a regional analysis of possible reuses. The Army was required by Congress to produce an Environmental Impact Statement (EIS) before August, 1993. And a portion of the EIS depended to some degree on impact analysis being performed by one or more of the Task Force's consultant

teams. Thus, the highest and best use analysis developed for this Task Force Strategy Report is intended to provide some useful information for the consulting firm preparing the EIS.

Ft. Ord was added to the Superfund list in January, 1988 by the U.S. Environmental Protection Agency. When the base was designated by Congress for inclusion on DoD's 1991 closure list, the highest priority was assigned to completing the pollution cleanup process. The Task Force designated that its Pollution Clean-up Advisory Group oversee and recommend ways to accelerate the cleanup process while protecting the environment and the public. A subcommittee meeting held with the Army and its consultants at Ft. Ord on January 17, 1992 identified 41 sites where contamination was suspected, under investigation, confirmed, or under remediation.

Highest Priority

The underlying focus toward development of these reuse strategies was job creation. In the near term, a substantial number of jobs will be lost. Thus, job retention is the first priority. However, long-term needs for our residents revolve around creation within the private sector economy of long-term, full-time jobs. A 1990 study by the EDC of Monterey County concluded that Monterey County has a higher percentage of part-time or seasonal employment than any other county in the central part of Northern California, except for San Benito County with its small population base. Monterey County's retail sector brings in \$2 billion per year and employs 30,000 people, but these jobs represent predominantly part-time employment opportunities. The same is the case for at least 30 percent of the 29,000 people employed in the County's \$1 billion per year services sector. And the area's \$1.4 billion agricultural industry, with its 31,000 workers, is certainly classified as seasonal employment, as is the area's very successful tourism industry. Long-term, full-time employment appears to be the goal of the community's hard-working family members. And the downsizing of Ft. Ord represents a chance to create not only those types of jobs, but the private sector development will also increase substantially the tax base for local government entities.

The Task Force's "Employment Impact Survey for the Ft. Ord Downsizing" was distributed to 3,000 local employers. More than 900 responses were received in March, 1992. The private sector firms which responded employed 28,504 residents. Of that total, 9,444 workers (33 percent) were classified as being employed part-time, on call or temporary. Such a large percentage of workers employed on such a tentative basis does not bode well for maintaining

family values or a good quality of life. This only reinforces the Task Force's focus on attracting new employers into the area who can provide full-time, well-paying jobs. If such jobs can develop, the local tax base can be enhanced in a variety of ways. Thus, the Economic Development Advisory Group analyzed a large number of possible full-time, job-creating activities, and recommended pursuit of many of the possibilities.

Policies established by the Task Force's Economic Development Advisory Committee became a key element in the analysis process. In effect, they became priorities for work by Task Force or Advisory Group members.

- ~ Preserve the environmental quality of the region.
- ~ Promote opportunities to enhance the existing economic base.
- ~ Maintain and enhance the integrity of the Monterey Bay.
- ~ Promote economic diversification.
- ~ Provide appropriate development incentives.
- ~ Provide rigorous economic impact analysis.
- ~ Promote the establishment of adequate infrastructure.
- ~ Promote a strong jobs/housing balance.
- ~ Promote recreational and cultural opportunities.

Most importantly, efforts were made to direct the reuse strategies and proposals toward helping to improve the communities' existing infrastructure systems. A regional intermodal transportation center was considered for location near Ft. Ord's Main Gate. And new arterial roads were proposed to complement the existing infrastructure's capacity to support a much higher level of visitor trips. Lastly, proposals to create either an international airport or a civil aviation airport complex were considered.

Recommendations

As noted in the Executive Summary, more than 180 recommendations are made within the seven Advisory Group Reports which follow (Annexes B-H).

The Task Force has highlighted the more prominent **Strategic Themes** and recommendations in the Executive

Summary. However, there are other areas of key importance which are highlighted below.

1. **Do Not Close Silas B. Hays Hospital.** Continue to work with DoD to retain the hospital in federal ownership and staff jointly with military/VA/civilian medical staffs. If it *must* be closed, a very gradual phase-out of present DoD contracts over a two- or three-year period is recommended.
2. **Provide for Affordable Housing Needs.** Housing blocks which are vacated when military units move into the POM Annex "enclave" should be made available for lease to the public for immediate use as "affordable housing", with the potential that the lease arrangement include a right of first refusal and/or lease/purchase option opportunities.
3. **Upgrade Infrastructure to 21st Century Standards.** As land use changes, utilities and other infrastructure components must be brought up to standards. This should be the primary responsibility of the land owner or developer, and should include the land inside as well as outside the enclave.
4. **Establish Long-Term Water Storage.** In addition to the Environmental Impact Statement being prepared for the Army Corps of Engineers, all of the individual water studies being undertaken or planned will hold the key to Ft. Ord's future. The studies conducted by the Corps in 1973-1974 and updated in 1986 to construct reservoirs and other water catchments with which to trap and store storm water runoff should be reconsidered. Any effective method of storing usable water above ground on former Ft. Ord property should be pursued to the fullest extent. The artificial wetlands which existed on land now located to the west of the Highway 1 right-of-way and eliminated by the Army prior to 1950, should be restored to their former configurations. ?
5. **Conduct Further Studies of Seawater Intrusion Risks of Ft. Ord Potable Water Supply.** Although it has been assumed that 5,000 to 6,000 AF of potable water has been available to supply the existing Ft. Ord distribution system on an annual basis, currently available information suggests that this volume of water may be too high. The nonpumping water levels for wells 29, 30, 31, and 32 are below mean sea level. Water levels below this level encourage the inland movement of seawater. Before reuse commitments are made, it is essential that further research be done to document the seawater intrusion risks in this area. If possible, these studies should be made part of the

Ft. Ord Disposal and Reuse Environmental Impact Statement.

6. **Define Boundaries Between Salinas Valley and Seaside Groundwater Basins.** Additional studies are needed to more accurately define the boundary between the Salinas Valley and Seaside groundwater basins, to locate the seawater intrusion fronts within the aquifers from which Ft. Ord wells 29, 30, 31, and 32 pump water in the Salinas Valley groundwater basin, to refine the understanding of the long-term pumping effects due to the operation of wells 29, 30, 31, and 32 within the Salinas Valley groundwater basin, and to refine the understanding of the long-term yield within the Seaside groundwater basin.
7. **Develop Surface Transportation to Meet Future Needs.** The area between Salinas and the Monterey Peninsula is a natural transportation corridor that has been blocked or severely restricted since 1917 when the Gigling Family sold 15,000 acres to the military and 1940 when Thomas Work sold another 15,000 acres. The downsizing of Ft. Ord provides an opportunity to unblock the corridor while stressing 21st century transportation modes instead of relying solely on 1950-era technologies. Locating an intermodal center near the Main Gate area could provide the ideal balance to the corridor and coastal area needs.
8. **Develop the East Garrison Area.** Specific proposals for new development activities in the East Garrison area are still in the formative stages. Housing and service areas for the homeless, including migrant farm workers and other homeless populations identified within the provisions of the McKinney Act, may be located at the East Garrison area. This is contingent upon availability/suitability under the federal surplus property law, access to adequate sewage and water systems, associated costs for rehabilitation of structures and updating/repair of sewage/water systems, and a time frame for toxic cleanup of the contaminated areas. Proposals for other activities are under development by Monterey County, Artists' Equity and others.
9. **Plan for Utilities Delivery.** A decision on how utility services will be delivered to customers after downsizing occurs will be made by those political jurisdictions which hold the appropriate land use decision-making prerogatives. A general consensus developed among Utility/Infrastructure Advisory Group members was that the appropriate jurisdictions should be encouraged to work toward a development of consoli-

dated service policies. This would be built around the notion of "one service purveyor" wherever possible. A consolidated approach to water service delivery would be a particularly important aspect.

10. **Support Parcelization Legislation.** Introduce and pass federal legislation to allow parcelization of surplus base properties while pollution cleanup activities are in progress on other portions of base property. Do not neglect or put off the cleanup efforts which are required by federal statute. However, parcelization legislation would allow reuse strategies and plans to be implemented before all required cleanup projects have been completed. That is, it would be allowed to proceed on those parcels where no known toxic pollution exists.
11. **Find a Replacement for the Army's MAST Program.** A committee should be established immediately to develop the necessary plans for replacement of the Military Assistance to Safety & Traffic (MAST) Program.
12. **Dispose of Clinics to Private Entities.** Medical, dental and veterinary clinics can be disposed of as surplus to military or private entities depending on the location of the reconfigured military enclave.
13. **Plan for Managed Care Systems.** To provide low cost and effective health care to the military and civilian populations, future planning should focus on managed care systems, as well as existing fee-for-service options.
14. **Plan to Mitigate Projected Nonprofit/Volunteer Impacts.** Some 250 nonprofit/volunteer agencies will be impacted by the proposed changes, with reductions in funding estimated to be up to \$600,000 per year with initial workforce losses up to 10 to 15 percent. Plans to offset these fiscal and staffing changes should be made.
15. **Establish Regional Safety Training Center.** A joint Regional Training Center for police and firefighters should be co-located at the surplus MOUT Impossible City facility and its adjacent acreage. The Regional Fire Training areas would include the adjacent wildland acreage to the east and a 25 acre parcel across from the ammo supply point.
16. **Continue Safety Officers Joint Planning.** Significant opportunities for economies and efficiency exist for joint planning between military and community police, fire and ambulance services. Such planning has begun and should be continued.

17. **Connect Ft. Ord and City Streets.** Rapid assimilation of surplus property into the cities of Marina and Seaside will require connection of city and Ft. Ord streets through existing fence lines.

Each Annex (B-H) contains such a section of Follow-On Requirements. A compendium of all is provided at Annex K. Those listed below are of near-term significance.

FOLLOW-ON REQUIREMENTS

1. Determine and establish a governmental organization that includes appropriate jurisdictions to develop a Base Reuse Plan.
2. Identify work requirements for use of the Office of Economic Adjustment's available \$100,000 grant for preparation of the initial Base Reuse Plan.
3. Establish a focal point for a reuse planning effort for the coordination of federal, state, local, public, private, media interface.
4. Determine public benefit conveyance potential for support of the reuse strategy and reuse plan. Coordinate responses.
5. Identify and coordinate utility and transportation requirements to solve long-term reuse plans.
6. Monitor cleanup carefully, with parcels prioritized. Working closely with the Army will ensure quickest possible transition to civilian reuse.
7. Develop and execute an aggressive marketing plan to bring in environmentally-compatible industries.
8. There is a need to continue working with DoD health affairs officials on a joint (military/civilian) use of the hospital.

ANNEX A
SUMMARY OF
MILITARY PLANS

A

**Summary of Army Plan for Fort Ord
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Introduction

The Base Closure decisions of 1991 directed the Department of the Army (DA) to initiate the planning process for the "closure" of Ft. Ord. After coordinating with the other military departments, the Army presented its proposal for the downsizing of the installation at a public meeting of the Ft. Ord Task Force on 14 February 1992. The Task Force was asked to consolidate community comments regarding the Army proposal and the enclave to be retained at Ft. Ord as soon as possible. That reply was submitted on 2 March. Prior to the final Army decisions, the community will again be allowed to comment.

The disposition of the surplus property at Ft. Ord will be complex and will take time. This section of the "Strategy" outlines major steps ahead.

Military Planning Process

Military plans regarding Ft. Ord were shaped during the end of 1990 and early 1991. The DoD announced those plans in April 1991 with the proposed list of bases to be closed or realigned. From late April 1991 through June 1991, the Base Closure Commission reviewed and evaluated the proposals. The Commission supported the DoD plans for Ft. Ord and subsequently received Presidential support in July 1991. Later, Congress also approved the plans for Ft. Ord. In effect, the DoD plan for Ft. Ord became law. The language of the plan is as follows:

The Army proposes to close Ft. Ord not later than FY 97 and dispose of excess property. The installation's principal unit, the 7th Infantry Division (Light) will be relocated to Ft. Lewis over a two year period beginning not later than FY 94.

A stand-alone Reserve Component (RC) enclave will be established; its final size and location will be determined after further study and requirement validation. A portion of Ft. Ord may be retained to provide housing and base operations support to Presidio of Monterey, CA; its final size and location will be determined after further study and requirement validation. The Navy will take control of some Army Family Housing at Ft. Ord; number of units and location will be determined after further study. Area support as directed by Army regulations will be relocated as required.

Those elements of Test and Experimentation Command (TEXCOM) currently located at Ft. Ord will relocate to Ft. Hunter-Liggett as previously announced.

All other activities at Ft. Ord will be relocated based upon further study of their optimum location and further disposition in the force structure.

Based on the above, the staff at Ft. Ord developed detailed plans regarding the movement of the 7th Division and for the enclave to be retained. The plans for the enclave included detailed analysis of the requirements to support DLI, area missions, housing and other DoD activities scheduled to remain in the area. Those plans were then submitted to higher headquarters in September, 1991 for review. Next, teams from DoD and the Army visited Ft. Ord to verify all requirements for barracks, administrative space, support facilities, housing and other missions. All plans were coordinated with the other services by early 1992. The resulting proposed plan was briefed to the Ft. Ord Task Force on 14 February 1992.

Division Movement -- Summary

The first step in the downsizing process will be the movement of the 7th Infantry Division (L) and supporting units from Ft. Ord to Ft. Lewis. That movement is based on several key factors:

- Continued maintenance of combat readiness of the division and supporting units.
- Readiness of facilities at Ft. Lewis to accept the incoming units.
- Movement of family members.

Current plans are to move units as follows:

<u>Units</u>	<u>Troops</u>	<u>Timeframe (NLT)</u>
Advanced Party	250	3/93
Brigade and Support Units	3700	6/93
Brigade, Support Units and Division Base	3600	9/93
Brigade, Support and Non-Division Units	3800	12/93
Non-Divisional Support Units	1200	6/94

Families of the soldiers moving will attempt to move in the same timeframe assuming the availability of housing in the Ft. Lewis area. Some families will remain behind in the Ft. Ord area until housing is found at Ft. Lewis or to accommodate school scheduling for children.

As troops and families depart, barracks, maintenance, administrative areas, and housing units on post will be vacated in a piecemeal manner. Each brigade element will free up barracks and other facilities in various locations throughout the troop housing areas. Similarly, families associated with each brigade element will vacate both on and off-post housing scattered across the installation and in surrounding communities.

While the movement of troops should be complete by mid-1994, some families may remain behind for several more months.

Readjustment Into Enclave

Some readjustment of the military into the proposed enclave could begin as facilities to be retained are vacated. However, most of the readjustment will occur in late 1994 and could extend into early 1995.

The barracks, administrative, logistic and maintenance facilities to be retained will require modifications to accommodate future uses. For example, barracks to be used for administrative office space must be modified as must barracks to be used as classrooms for DLI. Similarly, the Directorate of Engineering and Housing must move all its operations into motor pools designed for infantry units.

As military personnel assigned to the NPS, DLI and the Coast Guard arrive in the area, those with families will be assigned housing available within the enclave. At some point, families remaining in the area will have to be consolidated from housing outside the enclave into the enclave. Those off-post will also be moved on-post into the housing to be retained.

During this transition phase, the Army must continue to maintain vacant facilities, roads, utility system and grounds. The level of effort will be dependent upon funding. As noted in the Pollution Cleanup report, it may be some time before vacated areas will become available for lease or sale.

Ft. Ord is currently a "closed post" with controlled access. We expect that controls over access will be maintained until property is transferred to civilian reuse. Eventually, the entire area, to include the enclave will be open access.

The Enclave

The enclave to be retained at Ft. Ord will be renamed the Presidio of Monterey (POM) Annex according to the Army. The enclave was shaped by the Army based on the following factors:

- Guidance from the local communities to make the enclave contiguous and as small as possible.
- Barracks, administrative and logistic facilities to support DLI, DoD agencies, support and logistic operations.
- Support areas to include the PX, Commissary, Library, Chapel, Youth Center, Child Care facilities, and morale and welfare activities (bowling, golf, sports, etc.)
- Housing units (1590) to support families associated with NPS, DLI and Coast Guard.

The map of the enclave shows that the total area includes 1300 acres, 1590 family housing units, the support areas noted above and barracks/motor pool areas to

satisfy classroom/administrative/logistic activities.

Justification for the property to be retained within the enclave was presented by the Army on 14 February 1992 and was based on the factors noted above. We expect response to the Task Force recommendations will be forthcoming soon. However, decisions regarding Silas B. Hays Hospital and the Seaside concept plan may take much longer.

Excess/Surplus Property Disposition--General

All property at Ft. Ord is owned by the Federal Government. Therefore, the laws, rules, regulations and policies regarding the disposition of both real and personal property are established at the federal level. Two classes of property will be disposed of--real and personal. Real property includes land and buildings. Personal property includes furnishings, vehicles, equipment, supplies, etc.

The overall process of disposition is complex. The governing law of 1949 as amended is supplemented by the military and other federal departments to include EPA. It is the intent of this section of the Strategy to outline the main points regarding property disposition. While many federal departments or agencies participate in the process, the focal point for Ft. Ord disposition will be the Sacramento District, Army Corps of Engineers(COE).

The Screening Process

The first step in the process for closing or downsizing military installations is to determine what property the military will retain. This is coordinated at the Pentagon. Once concluded, all property which is not scheduled for retention by the military is transmitted to HUD. Next, HUD screens the list of "excess" property to determine its suitability to house the homeless under the provisions of the McKinney Act. After HUD determination, the list is passed to HHS which lists the excess property in the Federal Register. That was done on 20 March, 1992.

There is a screening "window" of 60 days for applications to HHS-Public Health to house the homeless (migrant farm workers qualify as homeless). Agencies, governments and private firms submit justifications for property requested. HHS reviews applications and determines eligibility. HHS keeps the Army Corps of Engineers(COE)--Real Estate informed as to claimants.

On completion of the McKinney Act screening, all other federal departments are given 30 days to determine any requirements for the excess property. In the case of Ft.

1	ARMY TICKET OFFICE GATE	1704
2	ARTY CRAFT SHED	P-402
3	BANK OF AMERICA	P-200
4	BANK OF AMERICA LATH	P-400
5	BANK OF AMERICA LATH	P-400
6	BANK OF AMERICA LATH	P-400
7	BANK OF AMERICA LATH	P-400
8	BANK OF AMERICA LATH	P-400
9	BANK OF AMERICA LATH	P-400
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28	BANK OF AMERICA LATH	P-400
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71	BANK OF AMERICA LATH	P-400
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73	BANK OF AMERICA LATH	P-400
74	BANK OF AMERICA LATH	P-400
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80	BANK OF AMERICA LATH	P-400
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92	BANK OF AMERICA LATH	P-400
93	BANK OF AMERICA LATH	P-400
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95	BANK OF AMERICA LATH	P-400
96	BANK OF AMERICA LATH	P-400
97	BANK OF AMERICA LATH	P-400
98	BANK OF AMERICA LATH	P-400
99	BANK OF AMERICA LATH	P-400
100	BANK OF AMERICA LATH	P-400

MILITARY PROPOSED ENCLAVE

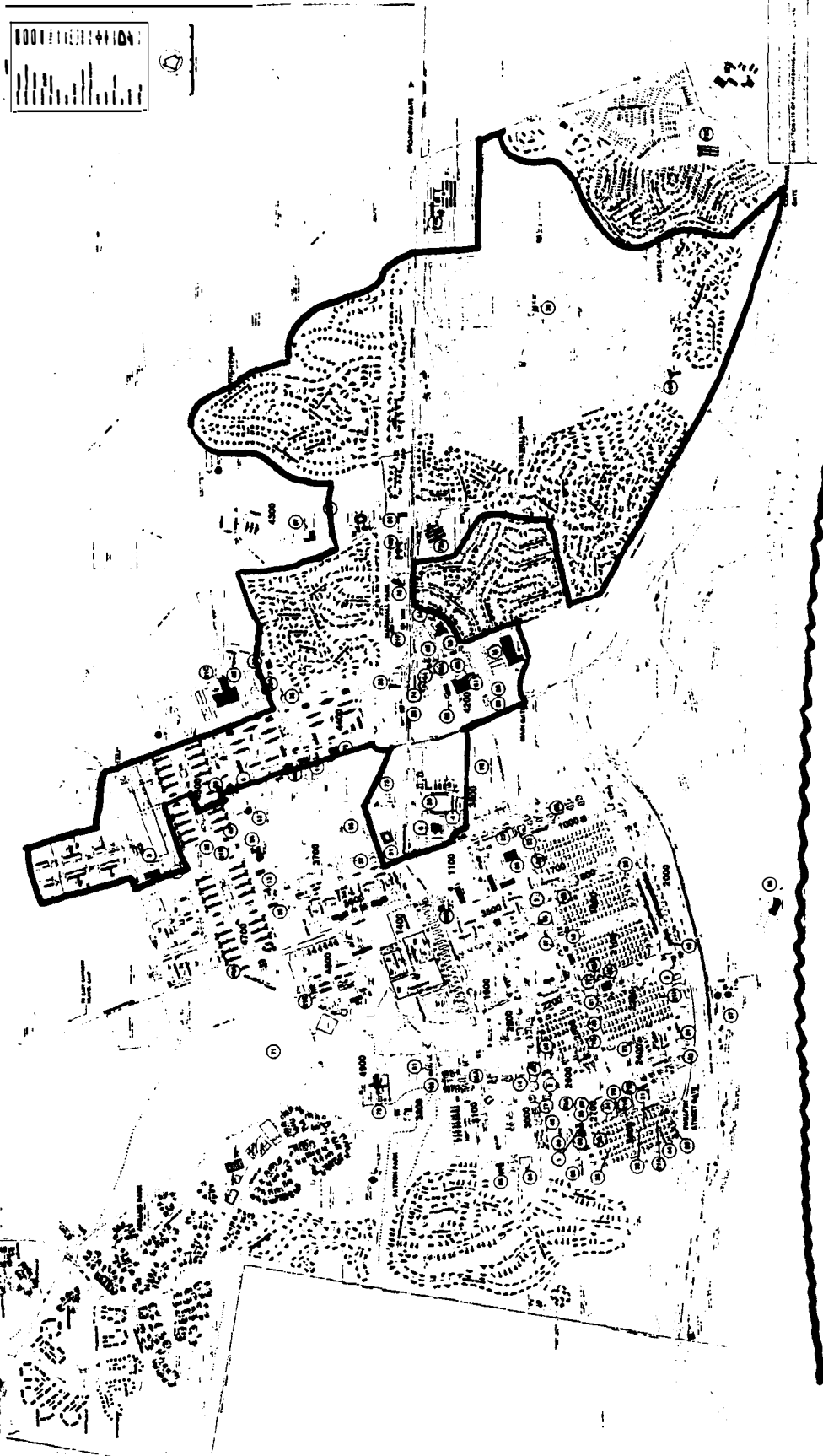


FIGURE 5

Ord, those requirements could be from NOAA, FAA, Bureau of Prisons, Bureau of Land Management, Interior and others.

Once federal screening is complete, the resulting excess property is then made available for screening by State and Local governments. Both are treated as equal. Requirements may include those for schools, universities, public buildings, recreational facilities, medical facilities, etc.

The screening process for Ft. Ord is as shown in Exhibit 1 below.



**LAND
Fort Ord**

PRIORITY

1. DOD Screening

2. MCKINNEY ACT Screening

- HUD checklist submission
- Publication in Federal Register
- Waiting period expires

3. FEDERAL AGENCY Screening

- Notice to Federal Agencies
- Waiting period expires

4. STATE/LOCAL Screening

- Notification local reuse on other requests
- Commencement of State/Local screening

5. SALE TO GENERAL PUBLIC

MILESTONES

Completed

31 Jan
20 Mar
20 May

(30 days)
1 Jun
30 Jun

1 Jul
TBA

TBA

ASA(ILE)

In February 1992, the Ft. Ord Task Force requested that the COE extend the State/Local screening window to December 1992. This would allow for adequate planning time and would coincide with the projected completion of the Initial Base Reuse Plan. As a result, sale to the general public could not be expected until 1993 or later--assuming property was available (which will not be the case since the 7th Division would not be moved).

After the above process, disposition of "surplus" property to State/Local government or the public will be coordinated by the COE office of real estate in Sacramento in conjunction with COE in Washington and other agencies as applicable. Disposition may be by:

- ~Public benefit conveyance
- ~Negotiated sale
- ~Public Sale
 - Sealed bid
 - Public auction

The chart (Exhibit 2) on the following page outlines the process.

Public Benefit Conveyance

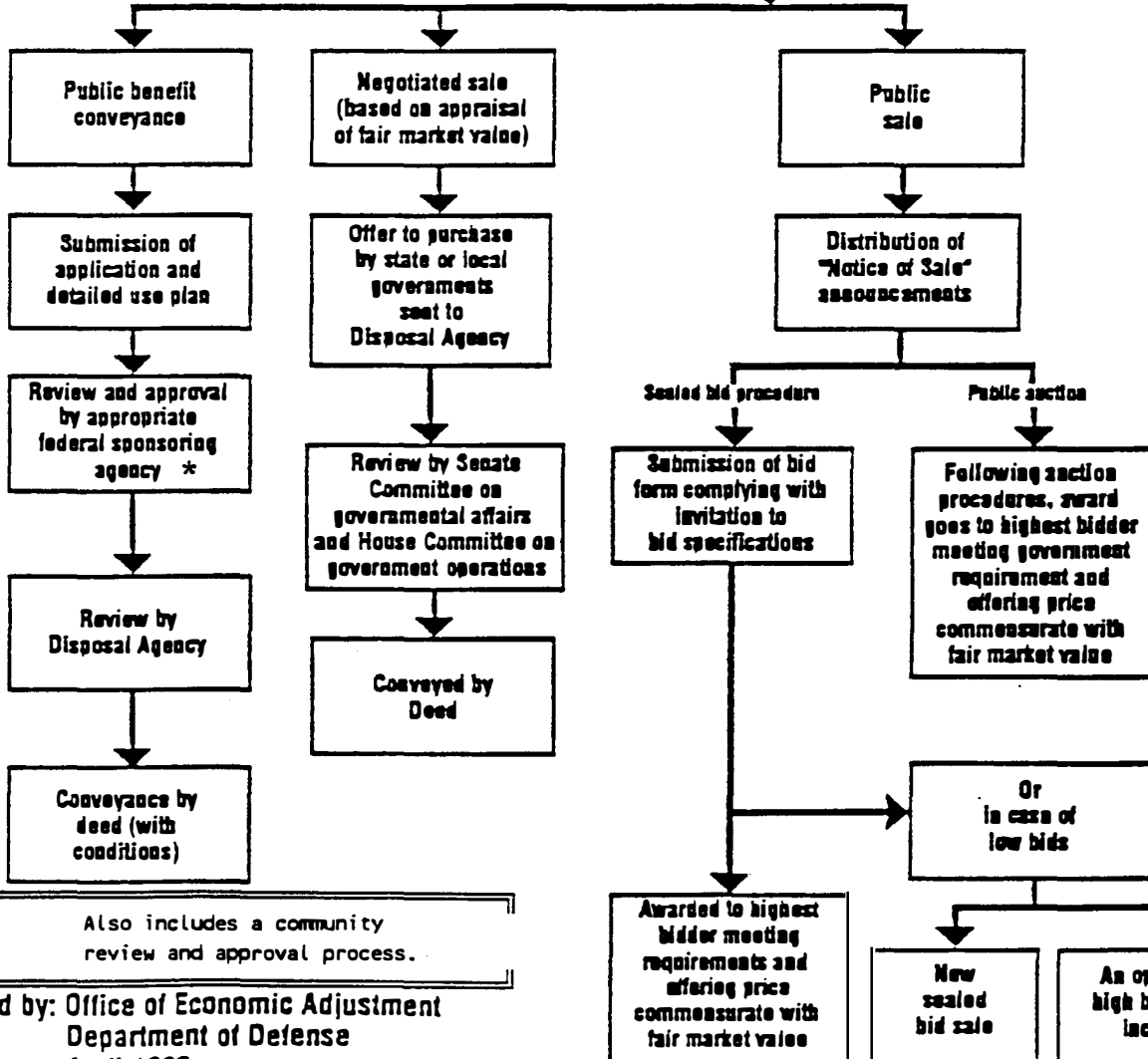
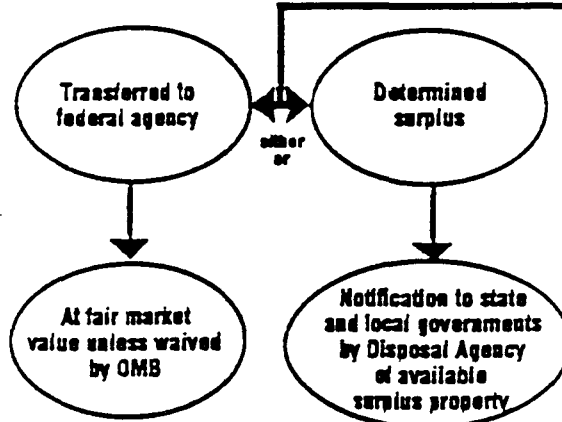
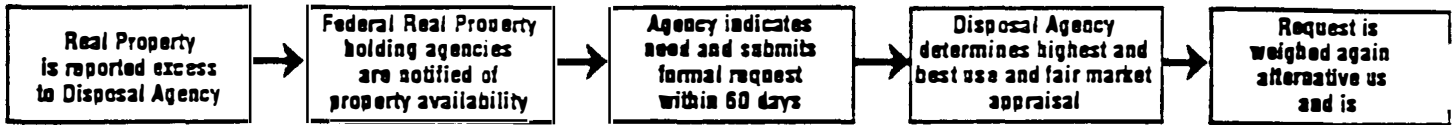
It is the objective of COE to sell property at the best price to recoup federal taxpayer investment and to amortize movement and cleanup costs. At the same time, federal laws and regulations allow for public benefit conveyances of surplus property at partial or full discount to the recipient. There are four general categories of public conveyance opportunities. They are use of surplus property for the purpose of:

- ~Health and Medical (HHS)
- ~Parks and Recreation (Interior)
- ~Education (Education)
- ~Airfields (FAA)

Each of the above federal departments/agencies has its own rules and procedures for public conveyance. In the interest of all local governments and agencies, the Task Force in conjunction with the Office of Economic Adjustment (OEA)-Seattle, conducted a workshop on 30 January 1992. Present were representatives of the four federal departments/agencies noted above and about 100 local representatives.

It is not the intent of this report to replicate all the application rules and regulations on public benefit conveyances. Local county and city representatives have that information. If a reader desires information and

Property Disposal Process



* NOTE: Also includes a community review and approval process.

Prepared by: Office of Economic Adjustment
Department of Defense
April 1990

cannot obtain it locally, contact Mr. Dick Kinnier of OEA-Seattle at (206)524-1845 for points of contact depending upon subject matter.

EIS Process

Directly related to the downsizing and ultimate disposition of surplus property at Ft. Ord is the EIS Process. The Army, by law must complete the EIS not later than August of 1994. The EIS will cover the downsizing and disposition of surplus property plus the impacts on the local communities. It will not address the movement of the 7th Division--by law it will move.

The Sacramento District-COE is directly responsible for the EIS. It has contracted with Jones & Stokes to complete the task. Preliminary workshops were conducted locally in Jan-Feb 1992. A Scoping Meeting was conducted on 5 March for the local communities. The Task Force submitted scoping issues to be addressed as did local governments/agencies and the public. A copy of the Task Force Scoping issues is in the Task Force Master File and is available for public review at the Seaside Public Library.

The short timeframe within which the EIS must be completed requires input from local communities on a tight schedule. Of particular importance is the identification of land use/redevelopment alternatives to be investigated.

Pacing Factors

The ultimate disposition of surplus property at Ft. Ord will be driven by several key pacing factors. They are:

- ~Movement of the 7th Division and support units
- ~Consolidation into the enclave (POM Annex)
- ~The EIS process and its completion
- ~Environmental pollution cleanup
- ~Provision for "parcelization"of cleaned property
- ~Negotiations for acquisition of property

FOLLOW-ON REQUIREMENTS

1. Determine changes to the military plans as a result of community comments and adjust anticipated movement dates, boundaries of the enclave and projected property disposition process.
2. Participate in the EIS process to include workshops, comments on drafts and scoping issues (local governments, districts, agencies, etc.)
3. Develop coordinated Base Reuse Plan by December 1992.

APPENDIX A-1

A-1

Community Response to Proposed Enclave

Introduction

Following the Army briefing on 19 February 1992, the Ft. Ord Task Force was asked to respond to the Army's proposed enclave. That response was provided on 2 March 1992 and included the major points outlined below. In addition, the City of Seaside developed a concept for an alternative enclave and discussed that concept with Army officials in Washington during the week of 2 March 1992. That concept is also outlined below. The Army is in the process of studying the comments and is expected to return and brief their recommended changes to the community prior to making final decisions.

Task Force Response to Army Enclave Proposal

The Task Force response covered 11 main points as noted below (see also Figure 5A which is keyed to the first five points):

1. Army Reserve Center: This center is located on 12 acres of land at a key intersection of Reservation and Imjin Roads. It is the only parcel of property proposed for retention which is separated from the main enclave. The Army analysis indicates that moving the Reserve Center to a location within the main enclave would exceed the costs of the status quo. However, the site location has potential for commercial development, and the resultant sale value may more than exceed the relocation costs. The Task Force recommends that the Army reevaluate retention of the Reserve Center in the current location. See Figure 5A.
2. Stadium Area: The portion of the main enclave which includes the stadium, bowling center, Troop Medical Clinic, self-help center and secure communications facility extends outward across the main access corridor from the main highway. The Task Force has previously recommended joint use arrangements for the stadium and bowling center. The Task Force understands that requirements for the Troop Medical Clinic may hinge on decisions regarding the hospital. For reasons of economic redevelopment and the potential siting of a State University, the Task Force recommends that the area be deleted from the enclave or, as a minimum, that joint arrangements be made to create the best possible military/civilian uses. See Figure 5A.

3. Housing Areas: The Army proposal includes 1590 family housing units to account for the needs of the active duty personnel which will remain in this area. The geographic location of the units proposed for retention creates a "Kidney" shaped area to be surplus. That area is designated as Stilwell F+4G, contains 400 units, and is almost totally surrounded by other sections of the enclave. As a result, the potential for civilian redevelopment does not show great promise. At the same time, the Army proposal retains the housing area known as Hayes 2K which is located at the extreme edge of the enclave and is in an area with excellent sale value and redevelopment potential. The Task Force recommends that the Army delete Hayes 2K from the enclave and retain Stilwell F+4G. On a much broader perspective, all housing areas to the West of North-South Road and surrounding the golf courses have high potential for civilian redevelopment. See Figure 5A.
4. Golf Courses: The Army proposal retains both golf courses within the enclave. The Task Force understands the rationale for retention under Army ownership in order to generate the Morale/Welfare/Recreation (MWR) funds necessary to support overall MWR operations within the enclave. At the same time, the golf courses have high potential for community economic recovery. As a result, the Task Force believes that there is an opportunity for creating a situation beneficial to all concerned, whereby both Army MWR requirements could be satisfied while the revenue potential of the golf courses could benefit the local communities. There are several options which should be explored. From a community perspective, options range from Army ownership with open civilian access at the low end of community desires to full public or private ownership with some provision for funding MWR requirements at the high end. In between, are options which include an Armed Forces Recreation Center concept using Thorson Village as a motel operation generating property and hotel taxes, to an independent recreation center run by public or private enterprise but generating support to MWR operations and taxes to local communities. The Task Force recommends exploring the range of options prior to final decision. Finally, the military owns three golf courses in the local area (two Army and one Navy). The Task Force questions the need for all three after the departure of the 7th Infantry Division (L). See Figure 5A.
5. Hospital: Without question, health care delivery to

active duty military and retirees who will remain in the area is a prime concern of the Task Force. The unsettled nature of the Army proposal regarding Silas B. Hayes Hospital and health care is a major issue. The Task Force is already on record in its desire to see that all residual active duty personnel and families are provided the best possible care. Concurrently, the large number of retirees in the area look to the Army and DOD to fulfill the moral obligation for health care. Because Silas B. Hayes hospital requires seismic upgrade, the value for civilian ownership is questionable. The overall military demand for hospital space in the local area will shrink—hence, the reduced demand for Silas B. Hayes Hospital. However, as the redevelopment of Ft. Ord takes place, the demand for hospital space will increase. As a result, a joint military/VA/civilian use option with continued Army ownership appears to offer the best potential for creating a positive solution. See Figure 5A.

6. Public Services: The Task Force recommends that the Army work closely with local communities regarding public service (police/fire/ambulance) delivery systems to support the enclave. There are opportunities for economies for both the military and civilian communities.
7. Pollution Cleanup: The Army and the Task Force have worked in concert to examine and define cleanup requirements. The Task Force recommends continued close coordination of this effort to ensure that cleanup activities and priorities are dovetailed with economic redevelopment plans.
8. Sixth U.S. Army: The Ft. Ord Task Force is aware that the Army is exploring alternative locations for Sixth Army and that Ft. Ord is a potential site. The Task Force recommends that the enclave include the proposed site now as compared to expanding the enclave at a later date.
9. Open Post: Public access within and through the enclave is critical to redevelopment. Similar to the current transportation approach at the Defense Language Institute, the Post should be open to provide for maximum use of the transportation corridors. The post must be reopened at the earliest practicable time. Within the enclave, some facilities such as the library have great potential for joint military/civilian use.
10. Maintenance: The Task Force is concerned that the Army maintain the property on Ft. Ord outside the

military enclave. This continued maintenance is required primarily on structures and utility systems. The Task Force recommends that the Army establish a maintenance floor to ensure adequate maintenance from the time the property is vacated by the military until the time it is transferred or sold for civilian redevelopment.

11. Utilities: The Task Force needs a clear statement on Army plans for ownership and distribution of utilities and infrastructure to support the enclave. There are several key studies required concerning water rights, utilities distribution systems, easements and rights of way. The results of these studies will shape the redevelopment strategy and subsequent plans. The Army must work cooperatively through the EIS process and by other means to develop the best plans regarding utility and infrastructure systems.

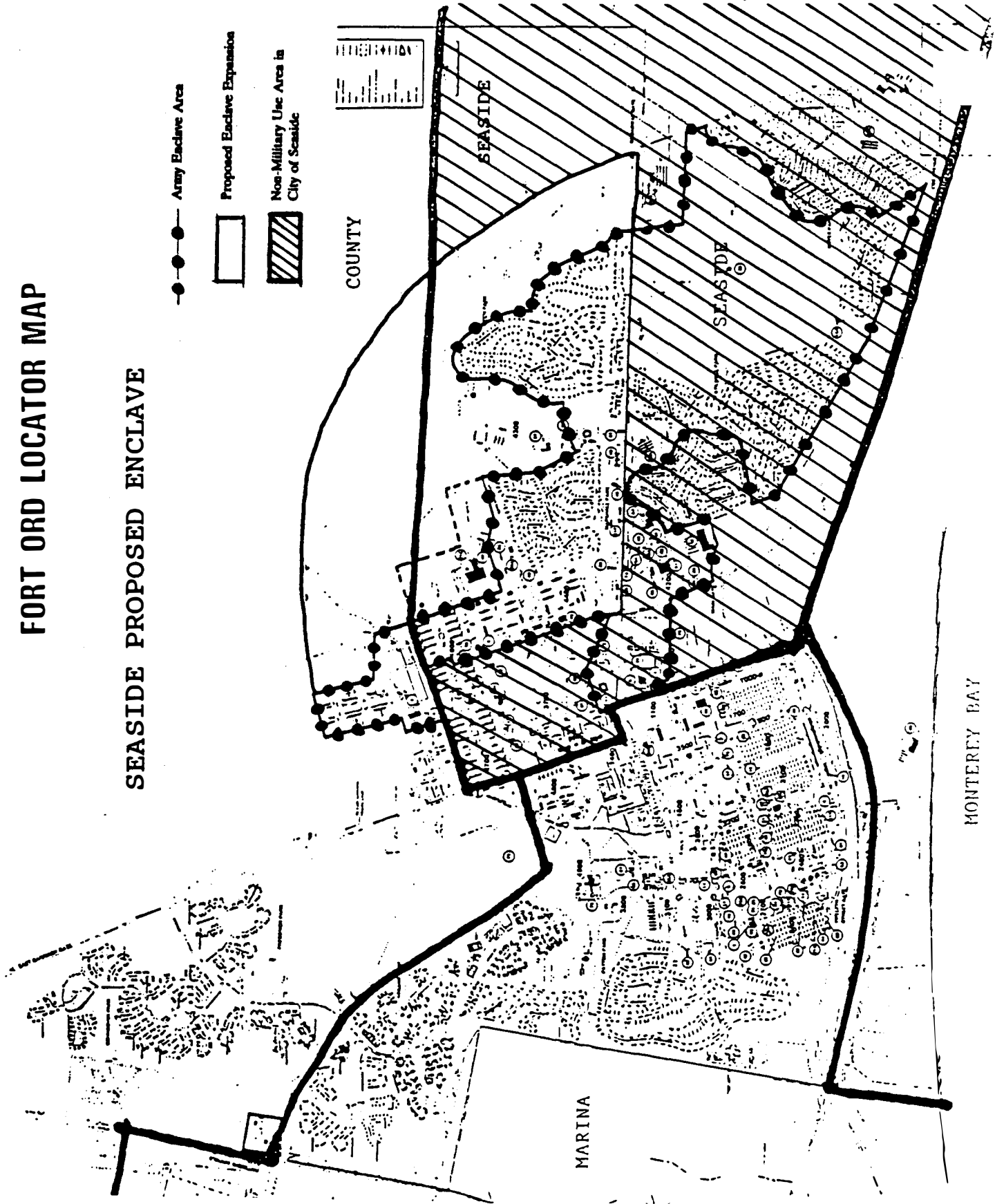
The Task Force response also made note of the concept of the City of Seaside outlined below:

Seaside Concept: The City of Seaside concept for an alternative enclave includes the following main points.

- a. That the Army excess, and the city be allowed to acquire, all the property bounded by the main gate entry road on the north, North-South Road on the East, Hayes Park on the south and Highway 1 on the West.
- b. As a result of that change, the City would develop the Army's requirement for housing and other support facilities in an area to the east of the Army's proposed enclave. In that way, the Army would be provided with more modern housing and support facilities while the City could redevelop the property in the prime location vacated by the Army. The City of Seaside is in the process of further developing this concept. A map of this concept is at Figure 6.

FORT ORD LOCATOR MAP

SEASIDE PROPOSED ENCLAVE



APPENDIX A-2

Demographic Survey Results of 7th Division (L)

(As of May 1992)

Introduction

The command at Ft. Ord is conducting a survey to facilitate planning efforts for the movement to Ft. Lewis. A sample demographic survey of 14 percent of the troops was conducted in early 1992 to test survey questions and to gain preliminary data. The error range was from four to seven percent.

Currently, a more lengthy survey of 79 questions is being conducted. About 60 percent of the soldiers have completed the survey, and the final results will be available in September 1992. Each soldier is required to answer questions 1-44 on the survey. Only soldiers with families answer questions 45-79.

Although the survey is only about 60 percent complete, the results thus far provide useful insights to a number of questions which show impacts on the local communities.

Acronyms/Terms

There are at least three acronyms or terms which require explanation.

- BOQ/BEQ. Bachelor Officer Quarters/Bachelor Enlisted Quarters for officers and some senior enlisted soldiers who do not live in barracks.
- PCS. Permanent Change of Station
- Separate Rations. An additional amount of pay each month to those who do not live in barracks.

Exhibit 3

7th Infantry Division (Light) Demographic Survey

February - November 1992

(The following responses are those gathered as of May 15, 1992.)

Listing of Questions and Survey Results

1 Ethnic Group:

Total	Nr.	Response
3707	[a]	White
1691	[b]	Black
614	[c]	Hispanic
327	[d]	Asian
244	[e]	Other
6583		Total for all responses (including "Not Applicable".)

2 Education Level:

Total	Nr.	Response
171	[a]	Did not complete high school.
3453	[b]	High school/GED.
975	[c]	Less than 1 year college.
1037	[d]	1-2 years college
172	[e]	Associate degree.
163	[f]	3-4 years college.
500	[g]	Bachelors degree.
89	[h]	Masters degree.
23	[i]	Doctorate.
6583		Total for all responses (including "Not Applicable".)

3 Gender:

Total	Nr.	Response
6269	[a]	Male
314	[b]	Female
6583		Total for all responses (including "Not Applicable".)

4 Rank:

Total	Nr.	Response
704	[a]	Private
1355	[b]	Private First Class
1977	[c]	Specialist/Corporal
1006	[d]	Sergeant
585	[e]	Staff Sergeant
251	[f]	Sergeant First Class
92	[g]	Master Sergeant
21	[h]	Sergeant Major
592	[i]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

5 Rank:

Total	Nr.	Response
87	[a]	Warrant Officer 1
60	[b]	Chief Warrant 2
18	[c]	Chief Warrant 3
10	[d]	Chief Warrant 4
0	[e]	Master Warrant 5
6408	[f]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

6 Rank:

Total	Nr.	Response
51	[a]	Second Lieutenant
115	[b]	First Lieutenant
171	[c]	Captain
53	[d]	Major
14	[e]	Lieutenant Colonel
9	[f]	Colonel
4	[g]	General Officer
6166	[h]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

7 Marital Status:

Total	Nr.	Response
2966	[a]	Single.
130	[b]	Single parent with family here.
2615	[c]	Married with family here.
451	[d]	Married but family is elsewhere.
163	[e]	Married to another soldier also assigned to Fort Ord.
258	[f]	Married to another soldier not assigned to Fort Ord.
6583		Total for all responses (including "Not Applicable".)

8 Where do you live now?

Total	Nr.	Response
3186	[a]	Barracks
121	[b]	BOQ/BEQ
2067	[c]	On-Post Family Housing
160	[d]	On-Post Contract Housing (Brostrom Park or Sunbay Apts.)
306	[e]	Off-Post Rental House
674	[f]	Off-Post Apartment
69	[g]	Own House Off-Post
6583		Total for all responses (including "Not Applicable".)

9 Are you on the waiting list for on-post Fort Ord housing?

Total	Nr.	Response
907	[a]	Yes
2910	[b]	No
2766	[c]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

10 Are you on separate rations?

Total	Nr.	Response
3413	[a]	Yes
3170	[b]	No
6583		Total for all responses (including "Not Applicable".)

11 If you have a meal card, how many meals per week do you eat in the dining facility?

Total	Nr.	Response
375	[a]	None
903	[b]	1-7
1026	[c]	8-14
1044	[d]	15-21
3235	[e]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

12 How many cars/trucks will you take to Fort Lewis?

Total	Nr.	Response
3232	[a]	1
1518	[b]	2
103	[c]	3
6	[d]	4
7	[e]	More than 5
1717	[f]	None
6583		Total for all responses (including "Not Applicable".)

13 How many motorcycles will you take to Fort Lewis?

Total	Nr.	Response
564	[a]	1
45	[b]	2
10	[c]	3
2	[d]	4
10	[e]	More than 5
5952	[f]	None
6583		Total for all responses (including "Not Applicable".)

14 How many mobile homes will you take to Fort Lewis?

Total	Nr.	Response
42	[a]	1
5	[b]	2
4	[c]	3
3	[d]	4
14	[e]	More than 5
6515	[f]	None
6583		Total for all responses (including "Not Applicable".)

15 How many boats will you take to Fort Lewis?

Total	Nr.	Response
102	[a]	1
6	[b]	2
2	[c]	3
4	[d]	4
10	[e]	More than 5
6459	[f]	None
6583		Total for all responses (including "Not Applicable".)

16 How many RV/campers will you take to Fort Lewis?

Total	Nr.	Response
63	[a]	1
7	[b]	2
5	[c]	3
0	[d]	4
9	[e]	More than 5
6499	[f]	None
6583		Total for all responses (including "Not Applicable".)

17 How many firearms will you take to Fort Lewis?

Total	Nr.	Response
486	[a]	1
264	[b]	2
108	[c]	3
68	[d]	4
138	[e]	More than 5
5519	[f]	None
6583		Total for all responses (including "Not Applicable".)

18 How many dogs/cats will you take to Fort Lewis?

Total	Nr.	Response
824	[a]	1
360	[b]	2
62	[c]	3
12	[d]	4
22	[e]	More than 5
5303	[f]	None
6583		Total for all responses (including "Not Applicable".)

19 How many horses will you take to Fort Lewis?

Total	Nr.	Response
58	[a]	1
13	[b]	2
5	[c]	3
1	[d]	4
19	[e]	More than 5
6487	[f]	None
6583		Total for all responses (including "Not Applicable".)

20 I am currently a member of the...

Total	Nr.	Response
374	[a]	Officers Club
556	[b]	NCO Club
5653	[c]	None
6583		Total for all responses (including "Not Applicable".)

21 Do you currently utilize an off-post "U-Store" storage facility?

Total	Nr.	Response
351	[a]	Yes
6232	[b]	No
6583		Total for all responses (including "Not Applicable".)

22 How will you move your personal property/household goods to Fort Lewis?

Total	Nr.	Response
4058	[a]	All property/household goods shipped by government.
108	[b]	Ship most; store some. (90 days maximum storage.)
1333	[c]	Handcarry all of it - "Do it Yourself" (DITY) move.
1084	[d]	Ship some; "DITY" move some.
6583		Total for all responses (including "Not Applicable".)

23 In which educational program are you now enrolled? (Choose only one.)

Total	Nr.	Response
161	[a]	Basic or Army Skills Education Program (BSEP or ASEP).
99	[b]	General-Technical (GT) improvement.
41	[c]	High school completion or GED program.
1100	[d]	Correspondence course.
52	[e]	Vocational/Technical course.
745	[f]	College course.
76	[g]	Graduate level course.
17	[h]	Doctorate level course.
4292	[i]	None.
6583		Total for all responses (including "Not Applicable".)

24 Is your spouse now enrolled in an education program? (Choose only one.)

Total	Nr.	Response
120	[a]	High school completion.
65	[b]	English as a second language.
97	[c]	Vocational/Technical course.
497	[d]	College course.
67	[e]	Graduate or doctorate level course.
83	[f]	Other.
2375	[g]	None.
3279	[h]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

25 Where is your off-duty "moonlighting" job?

Total	Nr.	Response
6114	[a]	Does not apply.
167	[b]	On-Post
302	[c]	Off-Post
6583		Total for all responses (including "Not Applicable".)

26 Do you rent a postal box at a post office or at a private business such as Mailboxes, etc.?

Total	Nr.	Response
400	[a]	Yes
6183	[b]	No
6583		Total for all responses (including "Not Applicable".)

27 Which on-post chapel service do you or family attend?

Total	Nr.	Response
1032	[a]	Catholic
886	[b]	Protestant
33	[c]	Jewish
29	[d]	Episcopal
101	[e]	Church of God & Christ
41	[f]	Spanish Mass
26	[g]	Samoan Service
74	[h]	Pentecostal Charismatic
399	[i]	Other
3962	[j]	None
6583		Total for all responses (including "Not Applicable".)

28 If you currently have a direct deposit "check to bank" pay option to a Fort Ord area banking facility, will you change to a Fort Lewis area bank?

Total	Nr.	Response
3636	[a]	Yes
1194	[b]	No
1753	[c]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

29 If you are permitted to take leave in conjunction with your PCS to Fort Lewis, how much leave will you request?

Total	Nr.	Response
1420	[a]	None
2455	[b]	1-15 Days
2708	[c]	16-30 Days
6583		Total for all responses (including "Not Applicable".)

30 One month of base pay is authorized in advance. When you move to Fort Lewis, will you request this advance pay?

Total	Nr.	Response
2439	[a]	Yes
3601	[b]	No
543	[c]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

31 Will you request advance travel allowance?

Total	Nr.	Response
3664	[a]	Yes
2379	[b]	No
540	[c]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

32 If married, will you request advance dependent travel allowance?

Total	Nr.	Response
2423	[a]	Yes
1317	[b]	No
2843	[c]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

33 For married personnel and single officers, two months of quarters allowance (BAQ) is authorized in advance as a dislocation allowance. Will you request this dislocation allowance prior to your move?

Total	Nr.	Response
2436	[a]	Yes
1186	[b]	No
2961	[c]	Does not apply.
6583		Total for all responses (including "Not Applicable".)

34 Do you or a family member perform any volunteer work regularly for the Army community service?

Total	Nr.	Response
241	[a]	Yes
6342	[b]	No
6583		Total for all responses (including "Not Applicable".)

35 Do you or a family member perform any volunteer work regularly for the American Red Cross?

Total	Nr.	Response
157	[a]	Yes
6426	[b]	No
6583		Total for all responses (including "Not Applicable".)

36 Do you or a family member perform any volunteer work regularly for youth services/ youth activities?

Total	Nr.	Response
227	[a]	Yes
6356	[b]	No
6583		Total for all responses (including "Not Applicable".)

37 Do you or a family member perform any volunteer work regularly for community recreation?

Total	Nr.	Response
156	[a]	Yes
6427	[b]	No
6583		Total for all responses (including "Not Applicable".)

38 Do you or a family member perform any volunteer work regularly for the thrift shop?

Total	Nr.	Response
121	[a]	Yes
6462	[b]	No
6583		Total for all responses (including "Not Applicable".)

39 Do you or a family member perform any volunteer work regularly for the library?

Total	Nr.	Response
76	[a]	Yes
6507	[b]	No
6583		Total for all responses (including "Not Applicable".)

40 Do you or a family member perform any volunteer work regularly for the mayors' program?

Total	Nr.	Response
101	[a]	Yes
6482	[b]	No
6583		Total for all responses (including "Not Applicable".)

41 Do you or a family member perform any volunteer work regularly for special on-post events?

Total	Nr.	Response
233	[a]	Yes
6350	[b]	No
6583		Total for all responses (including "Not Applicable".)

42 Do you or a family member perform any volunteer work regularly for your unit's family support group?

Total	Nr.	Response
653	[a]	Yes
5930	[b]	No
6583		Total for all responses (including "Not Applicable".)

43 Do you or a family member perform any volunteer work regularly for the Officers or NCOs Wives Club?

Total	Nr.	Response
248	[a]	Yes
6335	[b]	No
6583		Total for all responses (including "Not Applicable".)

44 Do you or a family member perform any volunteer work regularly for another on-post or off-post activity?

Total	Nr.	Response
509	[a]	Yes
6074	[b]	No
6583		Total for all responses (including "Not Applicable".)

45 What is your housing preference at Fort Lewis?

Total	Nr.	Response
2291	[a]	On-Post Family Housing
198	[b]	On-Post Bachelor Quarters
359	[c]	Off-Post Apartment
334	[d]	Off-Post Rental House
285	[e]	Will buy own house there.
429	[f]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

46 If you seek on-post family housing at Fort Lewis, how many bedrooms do you require?

Total	Nr.	Response
1362	[a]	2
1118	[b]	3
448	[c]	4
59	[d]	5
909	[e]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

47 Do you require exceptional family member quarters?

Total	Nr.	Response
322	[a]	Yes
2178	[b]	No
1396	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

48 If you know beforehand that on-post family quarters at Fort Lewis will not be available, what will you likely do? Move family off-post to Fort Lewis area...

Total	Nr.	Response
676	[a]	Before unit moves.
1354	[b]	During unit move.
788	[c]	Keep family where they are now then move after my unit moves.
220	[d]	During a school break regardless of when my unit moves.
858	[e]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

49 If your family chooses not to move to Fort Lewis, what will you likely do with them? (Note: deferred travel currently 120 days maximum.)

Total	Nr.	Response
582	[a]	Keep family in Fort Ord on-post quarters as long as allowed.
261	[b]	Keep family in off-post housing in the Fort Ord area.
1018	[c]	Move family from Fort Ord but not to Fort Lewis.
2035	[d]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

50 Do you intend to make an off-post "house-hunting" trip to Fort Lewis area before your unit moves? Authorized "house-hunting" trip (10 days maximum) will be at individual's expense, but not charged as leave.

Total	Nr.	Response
2296	[a]	Yes
990	[b]	No
610	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

51 How many children do you have?

Total	Nr.	Response
885	[a]	None
987	[b]	1
954	[c]	2
424	[d]	3
133	[e]	4
34	[f]	5
18	[g]	More than 5
461	[h]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

52 How many of your children will accompany you to Fort Lewis?

Total	Nr.	Response
620	[a]	None
908	[b]	1
838	[c]	2
367	[d]	3
111	[e]	4
19	[f]	5
42	[g]	More than 5
991	[h]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

53 How many of your children are in the exceptional family member program?

Total	Nr.	Response
2393	[a]	None
183	[b]	1
50	[c]	2
17	[d]	3
91	[e]	4
3	[f]	5
1159	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

54 Where do your children attend school?

Total	Nr.	Response
783	[a]	On-Post
612	[b]	Off-Post Public School
70	[c]	Off-Post Private School
22	[d]	Off-Post Parochial School
2409	[e]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

55 How many of your children are in preschool/kindergarten?

Total	Nr.	Response
3169	[a]	None
627	[b]	1
88	[c]	2
6	[d]	3
4	[e]	4
2	[f]	5
0	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

56 How many of your children are in elementary school (1st-5th)?

Total	Nr.	Response
2976	[a]	None
651	[b]	1
226	[c]	2
34	[d]	3
4	[e]	4
5	[f]	5
0	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

57 How many of your children are in middle school (6th-8th)?

Total	Nr.	Response
3434	[a]	None
381	[b]	1
67	[c]	2
8	[d]	3
3	[e]	4
3	[f]	5
0	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

58 How many of your children are in high school (9th-12th)?

Total	Nr.	Response
3524	[a]	None
289	[b]	1
67	[c]	2
6	[d]	3
7	[e]	4
3	[f]	5
0	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

59 How many of your children are males?

Total	Nr.	Response
2208	[a]	None
1134	[b]	1
440	[c]	2
93	[d]	3
18	[e]	4
3	[f]	5
0	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

60 How many of your children are females?

Total	Nr.	Response
2251	[a]	None
1114	[b]	1
413	[c]	2
100	[d]	3
14	[e]	4
4	[f]	5
0	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

61 Do you utilize a Fort Ord child development center?

Total	Nr.	Response
286	[a]	Yes
1993	[b]	No
212	[c]	On Waiting List
1405	[d]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

62 Do you utilize an on-post family care provider?

Total	Nr.	Response
417	[a]	Yes
2018	[b]	No
1461	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

63 I utilize an off-post... (Choose only one.)

Total	Nr.	Response
98	[a]	Child Development Center
167	[b]	Pre-School
235	[c]	Child Care Provider
1595	[d]	None
1801	[e]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

64 How much do you pay each month for child care?

Total	Nr.	Response
345	[a]	Less than \$100
367	[b]	\$100-\$200
285	[c]	\$200-\$300
155	[d]	\$300-\$400
105	[e]	More than \$400
2639	[f]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

65 Is your spouse a child care provider now?

Total	Nr.	Response
284	[a]	Yes
2197	[b]	No
1415	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

66 Will your spouse be a child care provider at Fort Lewis?

Total	Nr.	Response
259	[a]	Yes
1752	[b]	No
1596	[c]	Undecided
289	[d]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

67 Would you participate in a "latchkey kids" program whereby your school-age child attends supervised activities before/after normal school hours at the school/facility near school at a cost of \$30-\$60/month?

Total	Nr.	Response
390	[a]	Yes
1165	[b]	No
803	[c]	Undecided
1538	[d]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

68 If you have a child in 7th grade or higher, would he/she be interested in a teen sponsor?

Total	Nr.	Response
324	[a]	Yes
576	[b]	No
2996	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

69 If your spouse works on-post, where?

Total	Nr.	Response
285	[a]	On-Post Civil Service Employee
121	[b]	On-Post Non-Appropriated Fund (NAF) Employee
220	[c]	On-Post AAFES (All PX Facilities)
146	[d]	On-Post Other
93	[e]	Self Employed
676	[f]	Homemaker
2355	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

70 If your spouse works off-post, what is the job category?

Total	Nr.	Response
435	[a]	Professional
116	[b]	Technical
122	[c]	Education
404	[d]	Clerical/Administrative
304	[e]	Service/Retail
419	[f]	Homemaker
2096	[g]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

Sept

71 Will your civilian spouse seek on-post employment at Fort Lewis?

Total	Nr.	Response
1216	[a]	Yes
559	[b]	No
1148	[c]	Undecided
973	[d]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

72 Will your civilian spouse seek off-post employment there?

Total	Nr.	Response
1389	[a]	Yes
403	[b]	No
1187	[c]	Undecided
917	[d]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

73 Does your spouse drive?

Total	Nr.	Response
3036	[a]	Yes
238	[b]	No
622	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

74 Does your family participate in the Delta Dental program and use an off-post dentist?

Total	Nr.	Response
1897	[a]	Yes
1303	[b]	No
696	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

75 Do you participate in the hospital's family practice program?

Total	Nr.	Response
1503	[a]	Yes
1661	[b]	No
732	[c]	Does not apply.
3896		Total for all responses (including "Not Applicable".)

76 Is any family member receiving long-term health care or need special medical care?

Total	Nr.	Response
367	[a]	Yes
2734	[b]	No
736	[c]	Does not apply.
3837		Total for all responses (including "Not Applicable".)

77 Is any family member on a medical travel restriction?

Total	Nr.	Response
112	[a]	Yes
3003	[b]	No
722	[c]	Does not apply.
3837		Total for all responses (including "Not Applicable".)

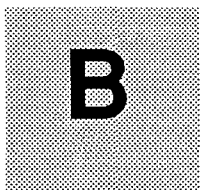
78 Does your family use the PRIMUS Clinic in Salinas or on the Presidio of Monterey?

Total	Nr.	Response
1320	[a]	Yes
1855	[b]	No
662	[c]	Does not apply.
3837		Total for all responses (including "Not Applicable".)

79 Other than your spouse, do you have any adult dependents (such as an aged parent) now residing with you?

Total	Nr.	Response
133	[a]	Yes
3031	[b]	No
673	[c]	Does not apply.
3837		Total for all responses (including "Not Applicable".)

ANNEX B LAND USE



Land Use Advisory Group

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Land Use Advisory Group

Report to the Fort Ord Task Force

April 15, 1992

EXECUTIVE SUMMARY

Our objective is to prepare a Land Use Strategy that provides a careful balance between present use and future need. It attempts to recognize the requirement for resource conservation as well as the opportunities for selective development.

It has been determined that the closure of Ft. Ord will be a severe economic blow to adjoining cities, the Monterey Bay Region as well as the County of Monterey; therefore, the first priority of any program should be a unified effort to replace that economic loss by formulating a reuse strategy of the base's major assets. This plan should permit an expeditious transition for reuse and recovery. Certainly, appropriate land use determinations based on such considerations as job replacement and housing needs are paramount among the critical decisions for a fast and satisfactory restoration of the post to nonmilitary ownership.

Initiation of efforts to replace a transient population with a permanent population seems appropriate. This area can easily accommodate a moderate amount of growth and still maintain the area's excellent quality of life. Fortunately, the area's world-class recreational venues have helped to protect our clean air and water, our scenic vistas and other natural resources. The efforts of local residents to protect and enhance the environment and, at the same time, to allow commerce to prosper has helped maintain an enviable balance in our local economy.

By its nature, this report is a macro land use strategy. As a regional analysis, it sets the stage for later "tough" decisions that must be made at the community level based on more complete environmental, social and economic considerations. It is intended to establish a ready framework to assist in those future actions.

OBJECTIVES AND ORGANIZATION

The Land Use Advisory Group, appointed by the Ft. Ord Task Force has 23 members and held more than 15 meetings in a nine-month period of investigation and analysis. For more expeditious treatment of the process three subcommittees were appointed to review certain matters and report back. They were as follows:

1. Coordinate preparation of an "Environmental Asset Inventory Identifying Unique and/or Endangered Environmental Resources".
2. Review, coordinate and report on "Land Use Assumptions, Opportunities, Constraints and Issues"
3. Report on "Policies for Urban Form and Land Use Categories".

A technical committee consisting of 30 members was also appointed to assist where specialized information might be needed either from them as a group or individually.

SUMMARY OF INFORMATION AND DATA

This report is based on available information from a number of sources. Primary research was based on three documents listed below:

- 1) "Ft. Ord, Partial Inventory and Analysis", taken from the "Inventory and Analysis" study of the "Greater Monterey Peninsula Area Plan" as prepared by the Monterey County Planning Department, dated May 1984.
- 2) "The Environmental Baseline Studies", a draft series of five studies prepared to describe existing conditions on and adjacent to the Ft. Ord Military Reservation, prepared by the U.S. Army Corps of Engineers with technical assistance from Jones and Stokes Associates Inc. These studies were developed during preparation of a required Environmental Impact Statement for the Disposal and Reuse of Ft. Ord, and are summarized at Appendices B-1 through B-5.
- 3) The results of the Monterey County Strategic Choices Conference which developed a "Consolidated Vision for 2000 and One". This vision was shaped by the values of Monterey County citizens in promoting Education, Economic Development and Environmental Enhancement. The vision, as stated in part, reads as follows:

"Our vision for the year 2000 & One is shaped by the values of Monterey County citizens:

- ~ Improving the quality of life of local people, especially with regard to the availability of affordable housing and health care.
- ~ Maximizing the opportunity for human potential through education, jobs and accessible transportation.
- ~ Developing an economy that is sensitive to the protection of our unparalleled environmental assets.
- ~ Building on the uniqueness of Monterey County, including the diversity of its people and natural resources.
- ~ Central to the promotion of these values are the three "E's"—Education, Economic Development and Environmental Enhancement. These three interrelated elements spell excellence for the community. Education provides the vocational, managerial and professional skills needed for the overall development of the county. Economic development will contribute to economic growth and diversification and provide an expanded tax base for financing human services and infrastructure. Environmental enhancement will sustain the environmental assets that give distinction to our community and contribute to economic attractiveness."

This Advisory Group report also recognizes the valuable input of the other six Advisory Groups to the Ft. Ord Task Force which are: Economic Development; Education; Housing; Health, Human and Public Services; Environmental Pollution Clean-up; and Utility/Infrastructure.

The Land Use Strategy was also prepared after careful consideration of the following:

- ~ Public Forum meetings conducted by the Task Force through an earlier commitment to the public to hear any and all proposals before making any strategic land use recommendations. These meetings were held in Marina, Salinas, Monterey and Pacific Grove.
- ~ The compilation of a list of all suggested uses received at the public forums or the results of all letters or reports received. For greater ease of consideration, over 135 suggestions were categorized into ten major and several miscellaneous classes for

reference and review: Airport, Cultural, Educational, Housing, Industry, Medical, Parks, Recreation, Wildlife, and Open Spaces and Other. A complete list is in Appendix B-6.

- ~ Compatibility or conflict in relationship to the residual enclave, as presented by the Army on February 14, and other written requests for large acre parcels as listed below. This was accomplished through mapping identification.

These requests were:

San Jose State University, proposes to establish a California State University campus plus housing and research acreage. (A partnership of institutions suggested by University of California @ Santa Cruz officials with shared facilities or the potential for additional acres for education and research)

Bureau of Land Management, U.S. Department of the Interior (USDI) identification of undeveloped lands for retention in federal ownership.

Monterey County Parks Department preliminary assessment and identification of lands of specific interest (with the Sports Car Association of the Monterey Peninsula, SCRAMP, letter of concurrence on raceway matters).

Monterey County Fire Chief's Association request for a Regional Training Facility.

Monterey Peninsula Airport District's recommending Fritzsche Airfield as a possible civil (general) aviation airport.

Monterey Institute of International Studies request for some land and buildings.

The Ft. Ord Parklands Group's Vision Statement for Parks, Wildlife Preserve, Open Space and Recreation.

Golden State Bulb Growers request for lands to be set aside for unique needs for agricultural use such as bulb growing.

York School's request to acquire contiguous land for campus modification and expansion.

City of Seaside "Ft. Ord Reuse and Strategy Plan", including Community Vision maps and reports.

City of Marina "Community Consensus Ft. Ord Vision Map".

City of Monterey/Del Rey Oaks recommendation that certain acreage in the southwest corner of the Impact area be considered for industrial and residential use.

Sand City Vision Statement regarding the beachfront property on Ft. Ord.

City of Seaside plans to develop a proposal to attract a Defense Finance and Accounting Center.

Monterey Peninsula Regional Park District request to identify a 25-30 acre site adjacent to the Frog Pond Natural Area, east of the North-South Road entrance.

ASSUMPTIONS

The Land Use Advisory Group developed assumptions as follows:

1. The Strategy shall reflect a regional, broad-based approach as it relates to land use and circulation.
2. Slopes greater than 30 percent are suitable for low intensity recreation, watershed, wildlife habitat, grazing purposes, and other open space purposes.
3. State Highways 1 and 68, and frontal property, shall be designed as scenic corridors and so treated.
4. Other roads may be given scenic or landscape treatment where determined appropriate.
5. The features that encourage the use of public transit will be provided.
6. Although mostly used for small arms firing ranges, the sand dune area and open expanse along Highway 1 and the Bay, and between the cities of Marina and Sand City, are classified as highly sensitive. Because much of the dunes area is a resource of unique and regional significance, the area should be given special land use planning treatment.
7. The bike route along Highway 1 will be maintained and enhanced as a through route, and riding and hiking trails should be acquired and developed toward a goal of creating an area-wide trails system.

8. Scenic qualities and open space are valued resources worthy of protection. That areas of high natural resource value will be carefully evaluated in the consideration of various projected land uses.
9. That every attempt will be made to preserve historic buildings and sites.
10. That the current family housing areas will continue as residential use facilities.
11. That housing and property may be set aside to meet homeless needs in accordance with the McKinney Act.
12. That provision shall be made for a balance of housing types.
13. That development of Fritzsche Airfield be compatible with the area considering safety, noise and FAA regulations.
14. That the "Army Enclave" as presented on February 14, 1992 and the "Concept for SJSU/CSU Campus" dated January 1992 are accepted as given for planning purposes. It is noted, however, these areas are subject to change.

PLANNING POLICIES

The following policies for urban form and land use categories were approved by the Land Use Committee as guidelines for the development of recommendations.

Land Use Policies

Development of the Ft. Ord area will be guided by the following planning policies for urban form:

1. Development which focuses on existing facilities and developed area expanding outward as needed to meet land use policies and objectives.
2. Location of future urban uses adjacent to existing urban areas.
3. Phased development based on the availability of urban services and infrastructure.
4. Development within well defined and compact urban areas.
5. Land uses which support public transit, air quality, and the availability of low and moderate income housing such as higher density, pedestrian

oriented communities, mixed land uses, and job/housing balance.

6. Development of transportation corridors and public transit as an integral part of urban design.
7. Preservation of open space and parks between urban areas.

Categories of Land Use

Education and Light Industry

1. A full service university or consortium of universities, both undergraduate and graduate, the primary theme and focus of which would be Monterey Bay as a National Marine Sanctuary and a unique natural resource for marine education and research. The university(ies) will support and complement existing education and research facilities; e.g., Aquarium, Hopkins Marine Station, Moss Landing Marine Labs, etc.
2. Encourage light industry which is marine oriented and/or which relates to, or is supported by, the education and scientific research facilities in the area.
3. Encourage agriculture and mariculture research and production.

Housing

1. Full complement of housing to support our employment base.
2. Housing located adjacent to employment centers.
3. Existing housing areas to remain as housing with a goal of locating employment in close proximity to these areas.
4. Requisite support services to be provided in each housing area.

Commercial/Medical/Institutional

1. Sufficient support services to meet neighborhood, community and regional needs.
2. Facilities currently used for medical, commercial and education use to remain in these uses.
3. New subregional commercial and medical uses located in proximity to existing facilities.

Parks, Recreation, Wildlife and Open Space

1. Coastal area west of Highway 1 retained as open space for public recreation.
2. Areas which include steep slopes, endangered species, unique habitat, wildlife and wetlands preserved as open space, and for recreational use consistent with resource preservation.
3. In other areas, mixed recreational use, including golf courses, stables and multi-use trails.
4. Encourage preservation of historical structures and sites where feasible,
5. Riding and hiking trails should be provided to create an area-wide system with connections to trails in other areas.

Airport

1. Limit Fritzsche Airfield to general aviation as proposed in the Marina Land Use Proposal.

Cultural

1. Cultural, recreational and sporting facilities to support regional needs. Facilities to be clustered to maximize use of parking facilities and located in close proximity to regional multimodal transportation links.
2. Local and neighborhood cultural and sporting facilities to support community needs. Facilities to be clustered and co-located with municipal centers, where feasible, to maximize use of parking facilities.

OPPORTUNITIES AND CONSTRAINTS

Opportunities

1. Use of buildings which can be converted to other acceptable uses.
2. Develop a transportation network to better serve the area and region.
3. Provide compatible uses that will enhance employment and economic opportunities.
4. To preserve or enhance rare, threatened and endangered species, wildlife habitat and wetlands.

5. Potential for low impact recreational facilities and/or activities appropriate to preserving natural environment.
6. Potential for water augmentation through reclamation and ponding.
7. Joint use between different jurisdictions of existing facilities and lands.

Constraints

1. There may be legal constraints related to land uses: i.e. California Environmental Quality Act, National Environmental Protection Act, Coastal Act, local General Plans, Final Air District Air Quality Management Plan, Endangered Species Act, National Historic Preservation Act and California Coastal Act.
2. Some portions of the existing infrastructure system may be inadequate and unworkable in its present form if new private enterprise projects are proposed. (See Reports from the Utility/Infrastructure and Health, Community and Public Services Advisory Groups)
3. Lack of water for new development requires assurance that an adequate and sustainable source is available.
4. Cleanup of range and impact areas may be drawn out over a long period of time or may be deemed undesirable for use.
5. There is a need to remove or upgrade buildings that are outdated or unusable in their present condition.

CONCEPTS EVALUATED

All suggested uses for Ft. Ord were reviewed as to their relevance; however, only the significant were evaluated as to impact in accordance with the objectives developed. Because individual requests were grouped by category, many of these may fit into the recommended land use designation which can allow for consideration at a later date. Those evaluated in detail are:

"The Fort Ord Parklands Vision Statement" prepared by the Ft. Ord Parklands Group made up of the local chapters of the American Cetacean Society, California Native Plant Society, Audubon Society and Sierra Club, as well as the Carmel Valley Trails Association, Friends of Monterey County Wildlife, Friends of the Sea Otter, Monterey Bay Dunes Coalition, Pacific Grove Eco-Corps, Surfriders Foundation and Window to the West.

This statement covers all of Ft. Ord and documents the

extensive rare and uncommon plants, wildlife species and natural communities found on Ft. Ord. It recommends that the bulk of the inland wildlands and all the shoreline west of Highway 1 be preserved.

The objectives of the Ft. Ord Parklands Group are:

1. To preserve and enhance the quality of life of the people and the natural environment of the Monterey Peninsula.
2. To develop a protection strategy for Ft. Ord that promotes ecological, cultural, educational and recreation values, and that balances active and passive land uses on the 28,000 acre property.
3. To advocate the wise development of the available land and facilities of Ft. Ord by management agencies that implement land use plans with long-term, ecologically sound management goals.

Fort Ord Reuse Strategy Plan Prepared By the City of Seaside and adopted by the City Council on November 7, 1992. It is "intended to be used as a guiding document to achieve the short-term and long-term reuse of the Ft. Ord area."

"This Strategy Plan outlines a plan of action to build community consensus for the various proposed reuses of Ft. Ord; to accurately identify the public service needs for the community; and develop methods of satisfying those needs as efficiently and economically as possible. It will also help to market Ft. Ord property to encourage the creation of new businesses and new jobs."

"The reuse of the Ft. Ord area gives the City of Seaside a golden opportunity, an opportunity that very few cities will ever have. We have the opportunity to build a community that is environmentally and socially sensitive, well planned, economically self sufficient, and able to accommodate the needs of its citizens and businesses effectively and efficiently."

Concept for SJSU/CSU Campus Development at Ft. Ord which states:

"The Ft. Ord site, located on the Monterey Peninsula, offers an ideal setting for a 20,000 Full Time Equivalent student California State University Campus. San Jose State University officials believe that a campus established in this locale will appeal not only to the local and regional students but to students from across the state and perhaps across the nation and overseas. It

is envisioned that the central academic focus of this university would be in the area of sciences (e.g. marine biology, atmospheric studies, ecological studies, oceanographic studies, etc.) while still providing a broad spectrum of baccalaureate programs."

"Included in this vision is the development of working relationships with many agencies/institutions located on the Monterey Peninsula doing scientific research (e.g. National Oceanic and Atmospheric Agency, Naval Postgraduate School, Monterey Bay Aquarium, etc.). Notwithstanding the proposed central academic focus, the university's academic programs would also include a full range of studies in such areas as the arts, social sciences, education, and business which are necessary to ensure a complete educational opportunity to the students. Because the Salinas Valley is one of the great bread baskets of the world as well as a world class wine growing area, agricultural studies might be appropriate for this university."

Request is for 1,000 to 1,200 acres of the available developed land/facilities and 1,400 housing units plus 1,000 acres of undeveloped land on which to locate research stations.

U.C. @ Santa Cruz suggests a "partnership of institutions through whose collaborative efforts we can magnify each others strengths. By bringing together the research strengths of the University of California and the teaching strengths of the California State University system, we can build a unique center that can serve as a focal point for education, research, and conference facilities."

United States Bureau of Land Management Strategy for Long-Term Management identifies lands for retention in Federal ownership (excludes Impact Area). This would be based on the development of a Coordinated Resource Management Plan (CRMP) in partnership with the California Department of Fish and Game, Monterey Peninsula Regional Park District, Monterey County and other interested agencies/groups. The strategy would be to "retain portions of the undeveloped lands south of Inter-Garrison Road in federal ownership, with the Bureau of Land Management facilitating the development of a CRMP for future management."

"The management plan would provide for protection of the area's special botanical values, but could also allow future development to support compatible public and nonprofit agencies needs. The BLM has authority to transfer lands at minimal costs to public and private agencies for educational, health, fire, law enforcement,

wildlife, or administrative needs. These options would be fully evaluated during development of the Coordinated Resource Management Plan."

Marina's Community Consensus Ft. Ord Vision Plan This Vision Plan looks beyond constraints such as the cleanup of toxic waste, and toward a vision of what Marina would like Ft. Ord's northern portion to look like in the middle of the next century. The map's scale is too small to show smaller facilities. But the people preparing the plan wanted it to be clear that the vision includes at least the following types of community facilities to be dispersed throughout the community: housing areas, parks and open space, playgrounds, hiking trails, neighborhood retail areas, schools, churches, reservoirs, libraries, and bike trails. Hotels and equestrian trails were also included. A light rail transit line would also extend along North-South Rd. through Ft. Ord then North and East toward North Salinas along the current boundary of Ft. Ord near Fritzsche Airfield".

The Monterey County Fire Chief's Association letter indicating interest in "procuring and developing a site for a Regional Fire Training Facility". Two sites are proposed. "The first location is a vacant site of approximately 25 acres, not far from the East Garrison area. The second site is more remote and located in the impact area consisting of over 100 acres."

It is felt that the Federal Emergency Management Agency (FEMA) should be involved. This would be an opportunity to develop a Regional Training Facility which could include not only fire, but law enforcement, disaster planners and EMS providers as well.

The sites are centrally located and have multiuse training potential. Examples are: Wildlife Fire School, Urban Firefighting, Wildland-Urban Interface, Shared Site Usage, Classroom-Lab Instruction, Regional Basic Firefighting Training and other uses.

This request is supported by local fire agencies.

Monterey County Parks Department Preliminary Assessment and Identification of Ft. Ord Lands of Specific Interest to Monterey County Parks. Lands identified for acquisition and management are:

- 200 acres for redesign of Laguna Seca Park entrance road
- 700 acres for overflow parking at Laguna Seca Park.

- ~ 650 acres at existing R.V. campground for buffer area and expansion purposes.
- ~ 5,200 acre property lying easterly of Barloy Canyon Rd. Mostly over 30 percent slope and valuable from an environmental standpoint as well as a major trail system. Should be managed by BLM or other recreational entities.
- ~ Five acres at the existing equestrian stables, to provide outdoor recreational opportunities consistent with existing trails.
- ~ Existing roadways and established trail network should provide nonmotorized linkage between Peninsula cities and the Salinas Valley.
- ~ Additional vehicular access should be provided to Laguna Seca Park during road races and special events.
- ~ Coastal dunes/beach frontage acquisition should be supported by the County. Should be acquired by state parks.

The Monterey County Arts Park, prepared by Artists' Equity, Central Coast Chapter, proposes "A global Arts and Education Center to develop a financially self-sustaining multicultural community of visual and performing artists and organizations, which will benefit the arts and contribute to the cultural, educational and economic development of the entire community". This concept has the endorsement of the Monterey Bay Center for the Arts.

The Monterey County Cultural Council "proposes to promote, develop and implement a Monterey County Cultural Development Area at Ft. Ord in association with the county of Monterey and other government entities, and in conjunction with San Jose State and the University of California."

RECOMMENDATIONS

As indicated earlier in this report these recommendations were developed on a scale that does not allow for presentation of sufficient detail that could follow community level decisions. As a result, the following points are made to be incorporated into future studies and actions.

1. Proposed development must address and protect all state and federally recognized rare, endangered

or threatened animal and plant species.

2. Water availability continues to be an issue that must be addressed; therefore, all new development should provide evidence that an adequate and sustainable source is available.
3. That every provision be made to restore, enhance and protect lagoons and wetlands. That all possible impoundment areas be identified and considered for protection where development is proposed.
4. All areas of development are subject to hazardous and toxic contamination, and shall be cleaned up prior to development.

LAND USE STRATEGY

The land use strategy map on Figure 7, Page B-18 of this report was prepared only after careful consideration of various factors and comments presented during the study period. This includes a review of the other six Advisory Groups' reports, technical reports and public and private comments. The Advisory Group did not prejudge future decisions by LAFCO concerning annexation requests by five cities.

Land Use Categories*

Enclave. Indicates property to be retained by the Army as presented on February 14, 1992.

Research/Educational Consortium. Incorporates the Education Advisory Group's Monterey Bay Education, Science and Technology (M-BEST) proposal that has become the cornerstone for the Task Force's broad list of recommendations. It incorporates the San Jose State University campus proposal and an area operated in partnership with U.C. @ Santa Cruz. Additionally, it includes space for a research and environmental center and certain R-zoned research property along the Salinas River east of the airport, which would be the key to participation by the private sector. Housing to support the CSU proposal is included in the northeast "housing" area under the category of "urban".

International Studies. Refers to property and

* For economic impact and acres recommended, in most cases, see page C-11 of the Report to the Ft. Ord Task Force by the Economic Development Advisory Group.

buildings to be used by the Monterey Institute of International Studies for intensive language instruction as well as a cooperative program with the University of California system.

Museum, Performing Arts and Cultural Center. Refers to the existing museum and sufficient

surrounding property to incorporate the proposed Performing Arts and cultural center (Monterey Bay Center for the Arts).

Medical. Refers to the Silas B. Hays Hospital area. It is intended that it be retained under the Department of Defense jurisdiction with joint use to accommodate the residual, active duty, retirees and their dependents.

Urban. Refers to the consideration of all housing types and densities as well as neighborhood commercial, quasi-public uses (schools, neighborhood parks, churches, convalescent homes, day care activity centers, etc.) and public uses (public administration offices, fire stations, rehabilitation centers, etc.). This would also allow consideration of Retirement Communities.

Central Business. Self explanatory.

Defense Finance and Accounting Center. Is set aside in recognition of the potential to attract such a facility.

High Tech Business Park. The business of high technology manufacturing, which encompasses a broad range of activities, including scientific instruments and biotechnology.

Environmental Research and Business Park. Covers a number of uses such as coastal, marine, weather, institutions and businesses. Light industry, international trade, national or regional headquarters are also included.

Agricultural Center. Is designed to support the agricultural sector in providing state-of-the art processing and distribution facilities.

Aquaculture. Indicates using the abandoned sewage plant for the farming of fish and plant products in ponds and tanks.

Agriculture. Indicates property which is a unique type soil for specialty crops such as bulbs,

root crops, flowers and berry crops.

Bureau of Land Management (BLM). Refers to portions of the undeveloped property for future management in partnership with the California Department of Fish and Game, Monterey Bay Regional Park District, Monterey County and other interested agencies. The proposal conflicts with the long-term land use planning assumptions within the City of Seaside "Ft. Ord Reuse Strategy Plan", November 7, 1991. As such, a line reflecting that city's enclave map desires has been added as "Urban" designation on the extreme westerly portion of BLM designated area.

Open Space Recreation. Refers to the 4 mile stretch of beach and dune property along the shoreline.

Habitat Reserve. Has special-status plants (threatened and/or endangered) that restrict its development potential. The amount of acreage protected in this reserve is a small fraction of the undeveloped acreage that should be preserved for its natural values.

Open Space. Self explanatory.

Monterey County Parks Addition. Indicates additions to the Laguna Seca County Park. It also includes the existing R.V. park near East Garrison.

Monterey Peninsula Regional Park District. Identifies a 25-30 acre site adjacent to the Frog Pond Natural area.

Regional Transit Center. Indicates a multimodal transfer station to provide convenient transition from the Del Monte Express rail service to other modes of transportation in and around the Ft. Ord area.

Airport. Indicates the continued use of Fritzsche Airfield as a general aviation airport.

FOLLOW-ON REQUIREMENTS

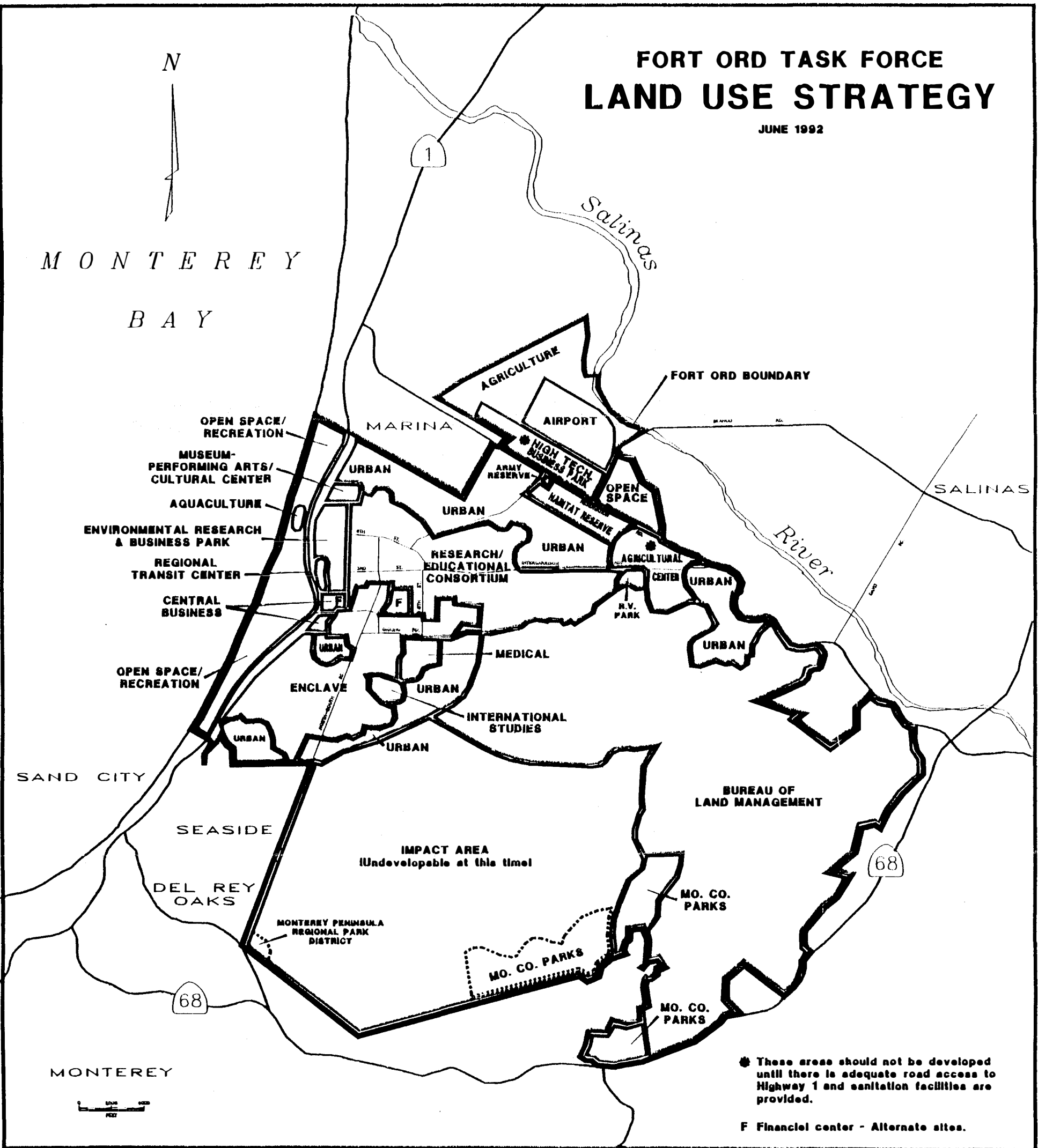
1. Completion of Baseline Studies as part of the EIS process, especially the Flora and Fauna study.
2. Final decisions by the Army regarding any modification to the Enclave as proposed on 14 February 1992.
3. Final decision regarding the SJSU/CSU campus be resolved.
4. Clarify Department of the Interior (BLM) position on the impact area as to its possible inclusion into the Habitat Conservation Plan for management purposes.
5. Studies by the Army on water rights, water to be used to support the Enclave, seawater intrusion, aquifer boundaries and other related matters.
6. Determination of water requirements to support recommended land uses.
7. Utility/Infrastructure studies in requisite detail to support definitive land use planning decisions.
8. Identification of land uses by agencies under the provisions of the McKinney Act and by other Federal agencies.
9. Identification and coordination of State and local government requests for property.
10. Decisions by LAFCO regarding annexation requests by LAFCO regarding annexation requests by Marina, Seaside, Sand City, Del Rey Oaks and Monterey.

STRATEGY REPORT

Unlike material in the other six Task Force Advisory Groups, the body of the work of the Land Use Advisory Group is summarized by the recommended Task Force Land Use Map which follows on the next page.

FORT ORD TASK FORCE LAND USE STRATEGY

JUNE 1992



⊛ These areas should not be developed until there is adequate road access to Highway 1 and sanitation facilities are provided.

F Financial center - Alternate sites.

FIGURE 7

APPENDIX B-1

B-1

Summary of Land Use Baseline Studies

Introduction

Concurrent with the work of the Ft. Ord Task Force, the Army began the preparation of the Environmental Impact Statement which will address the downsizing and disposal of Ft. Ord. The EIS process must be completed by August 1993. The Sacramento District Army Corps of Engineers is responsible for the EIS and has contracted with Jones and Stokes Associates, Inc. to provide the requisite technical assistance. The first step of the process is the completion of the Environmental Baseline Studies. Those studies are contained in 5 separate reports as follows:

- Land Use Baseline Study (This Appendix B-1)
- Flora and Fauna Baseline Study (Appendix B-2)
- Air Quality Baseline Study (Appendix B-3)
- Soil Baseline Study (Appendix B-4)
- Other Physical Attributes Baseline Study (Appendix B-5)

Appendices to the Land Use Advisory Group Report are designed to briefly summarize the above studies and to provide the key maps/figures as a part of the Strategy. The full text of the Baseline Studies is on file at the Seaside Library.

Land Use Baseline Study

This study outlines the regional setting of Ft. Ord, the history and mission of the fort, the jurisdictions surrounding Ft. Ord, future potential land uses, and plans and policies affecting disposal and reuse.

Regional Setting

Ft. Ord occupies 28,020 acres or 44 square miles. Of the total acreage, about 1,000 acres are along the 4 miles of beachfront, 4,961 acres are developed, and the remaining portions are undeveloped.

Five cities and Monterey County surround Ft. Ord. Of the total acreage, 73 percent (20,537 acres) is in the unincorporated part of the County, 15 percent (4,122 acres) is within the city limits of Seaside, and 12 percent (3,316 acres) is within the city limits of Marina. See **Figure 8**.

Ft. Ord Background

The military first acquired land at the East Garrison area (15,324 acres) from the Gigling family in 1917. In 1930, the area was expanded to 20,000 acres.

In the 1930s and 1940s the remainder of the property was acquired. The area was renamed Ft. Ord in 1940 when the main garrison area was constructed.

In the 1950s, work began to construct permanent facilities. That construction continued to 1990 when the last of the housing areas was completed. Fritzsche Army Airfield was developed in 1960.

The current major missions of Ft. Ord are to support and train the 7th Infantry Division (Light), support the Presidio of Monterey and Ft. Hunter-Liggett, and to provide area support to the southern half of California and parts of Nevada.

Jurisdictions and Special Districts

Currently, local governmental jurisdictions do not have authority over the federal property. Upon downsizing by the military to 1,300 acres, the authority for the remainder of Ft. Ord will transfer to state and local governments or districts as determined by land use decisions.

Current potential land use jurisdictions are the County, Marina and Seaside. Other potential land use jurisdictions are dependent upon actions by the federal government, the state and the Local Agency Formation Commission.

Special districts in and around Ft. Ord are:

Castroville Cemetery District,
County Service Area (CSA) No. 74 (Emergency Medical Services-Ambulance),
Marina County Water District,
Monterey Bay Unified Air Pollution Control District,
Monterey Coast Resource Conservation District,
Monterey County Airport Land Use Planning Commission
Monterey County Library District,
Monterey County Water Resources Agency,
Monterey Peninsula Airport District,
Monterey Peninsula Regional Park District,
Monterey Peninsula Water Management District,
Monterey Regional Waste Management District,
Monterey Regional Water Pollution Control Agency,
Monterey Salinas Transit
Moss Landing Harbor District
North Salinas Valley Mosquito Abatement District,
Salinas Rural Fire Protection District,
Salinas Valley Memorial Hospital District, and
Seaside County Sanitation District.

Existing Land Use Categories

The property at Ft. Ord is divided into 9 general land use categories as shown on Figures 9, 10 and 11. The city limit lines of Seaside and Marina, which extend into Ft. Ord, are as shown in Figure 12.

A description of the land uses adjacent to Ft. Ord are fully described in the Baseline Studies on file at the Seaside Library.

As described in Annex A, the proposed military plans are to retain 1,299 acres (5 percent) of the Ft. Ord property for an enclave. The map of the enclave is as shown at Figure 5, in Annex A.

Analysis of Potential Land Uses

The EIS will include an economic analysis of potential land uses. Several alternatives have been developed during discussion between the EIS consulting firm (Jones and Stokes) and representatives of the County, cities and the Task Force. Those major alternatives are:

- ~ High Intensity 1 Alternative which combines the vision maps of the Ft. Ord Economic Development Authority (FOEDA) representing Marina and Seaside. See Figure 13.
- ~ High Intensity 2 Alternative which combines the FOEDA and Monterey County visions. See Figure 14.
- ~ Medium Intensity Alternative which is another version of the FOEDA and county visions. See Figure 15.
- ~ Institutional Alternative which combines various federal, state and local institutional recommendations. See Figure 16.
- ~ Low Intensity Alternative or the Task Force strategy shown at Figure 5.
- ~ Open Space Alternative as shown at Figure 17.

In addition, the Sand City vision for the beachfront is as shown at Figure 18.

Relevant Plans and Policies

The Baseline Study summarizes the relevant plans and policies of:

- ~General Plans of County and Cities
- ~Coastal Act of 1976
- ~AMBAG

Fort Ord and Surrounding Local Jurisdictions

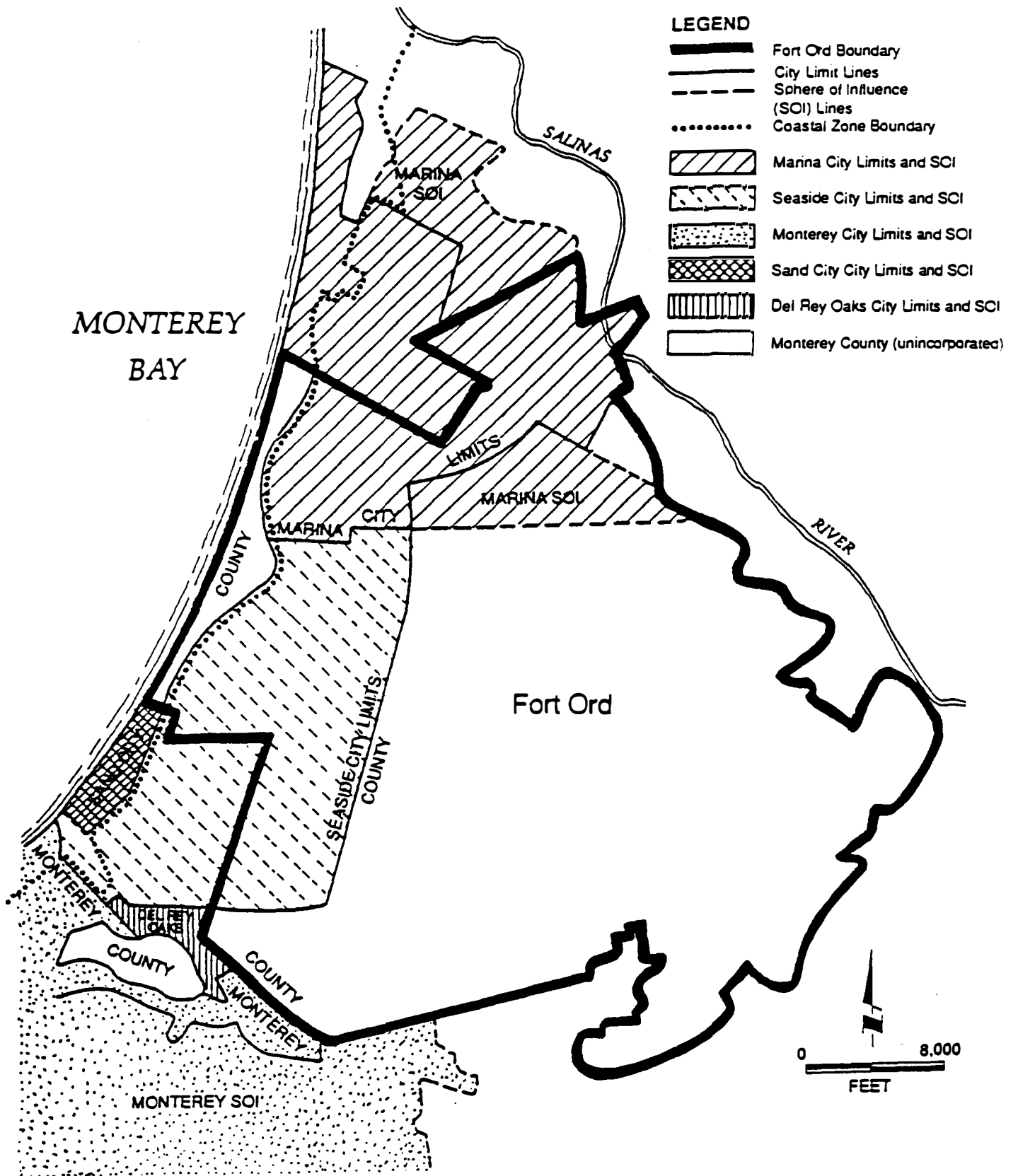
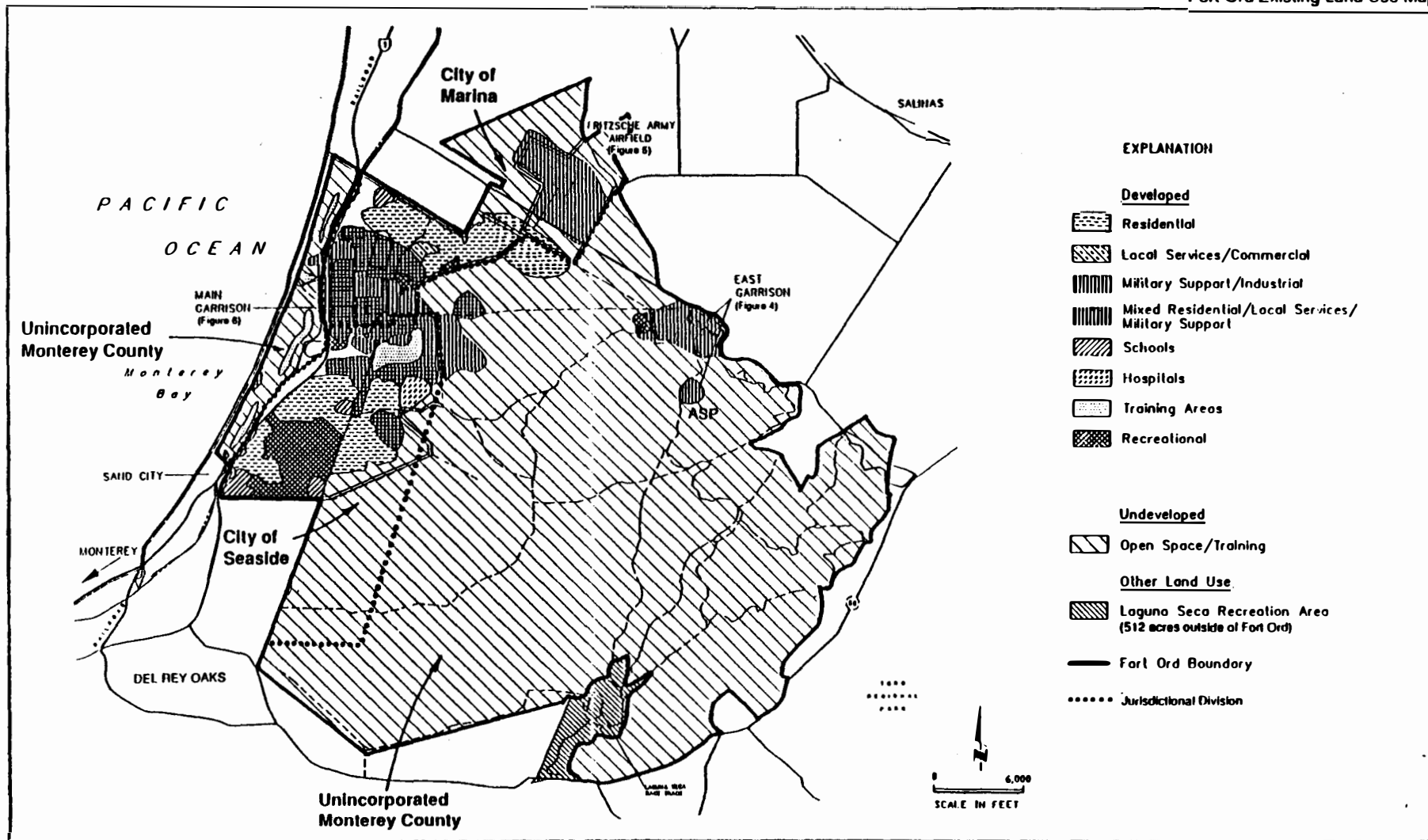
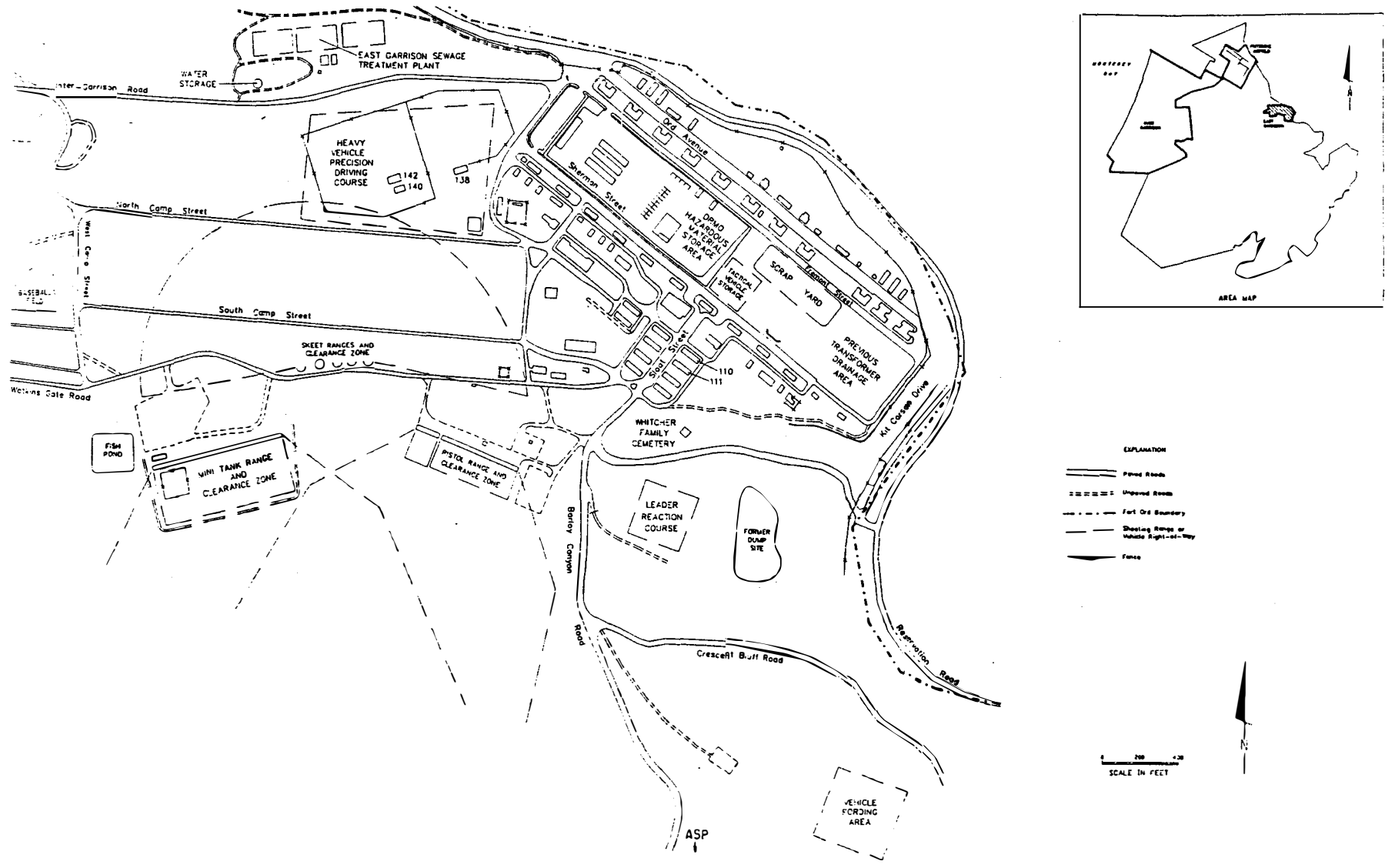


FIGURE 8



B-1-5

FIGURE 9

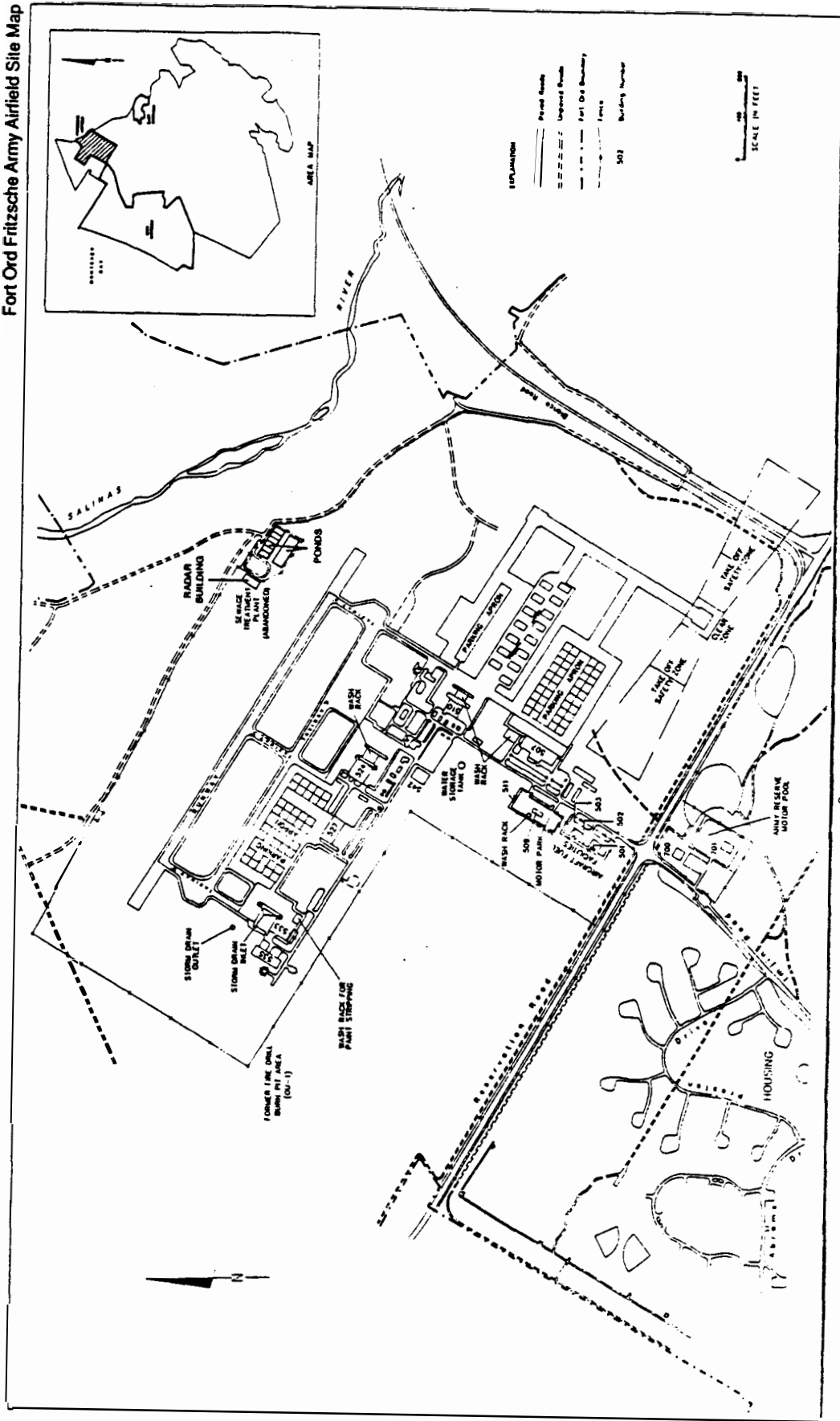


Source: Harding Lawson Associates

B-1-6

FIGURE 10

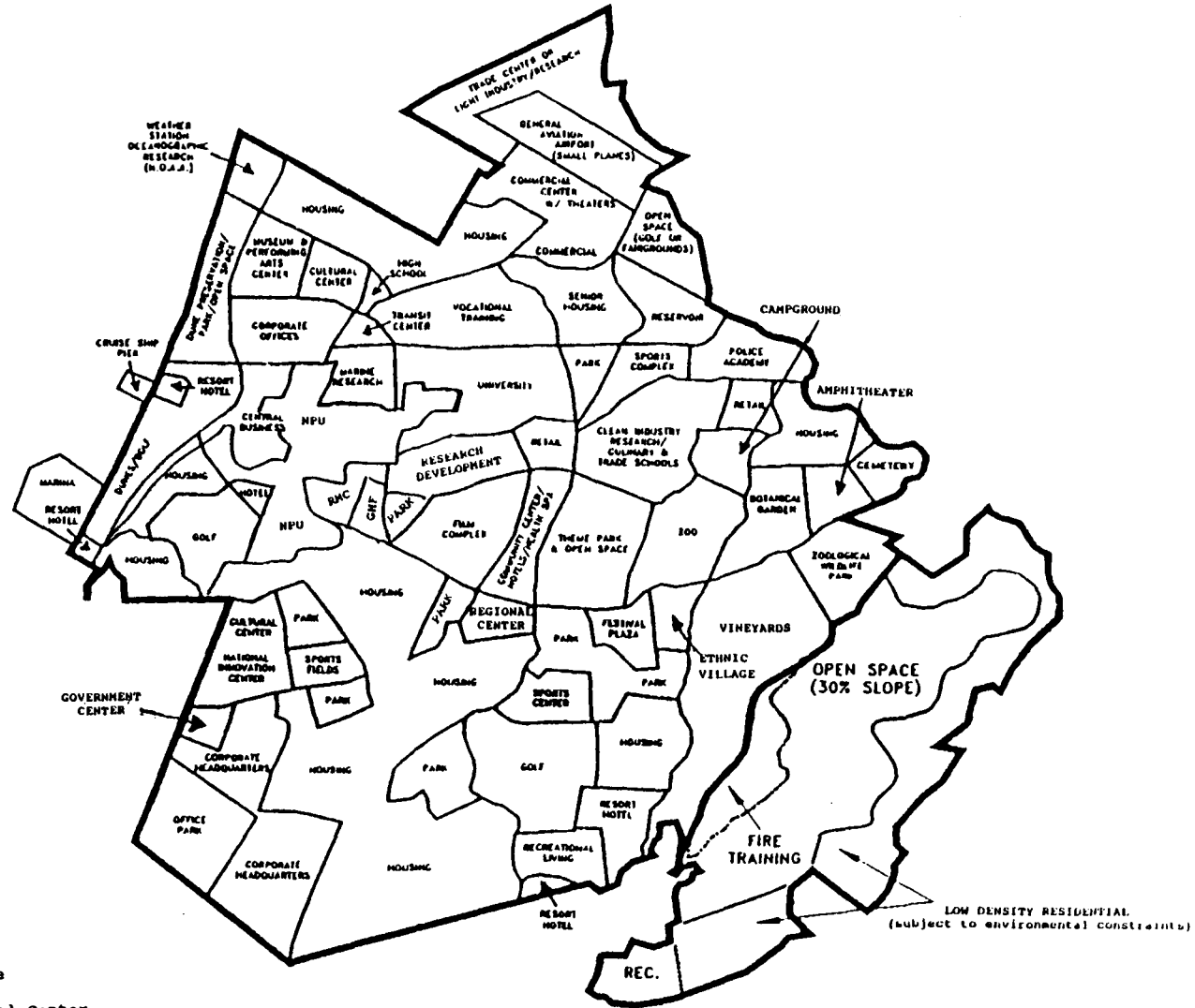
Fort Ord Fritzsche Army Airfield Site Map



Source: Harding Lawson Associates 1991

HIGH INTENSITY 1 ALTERNATIVE

B-1-9



Notes

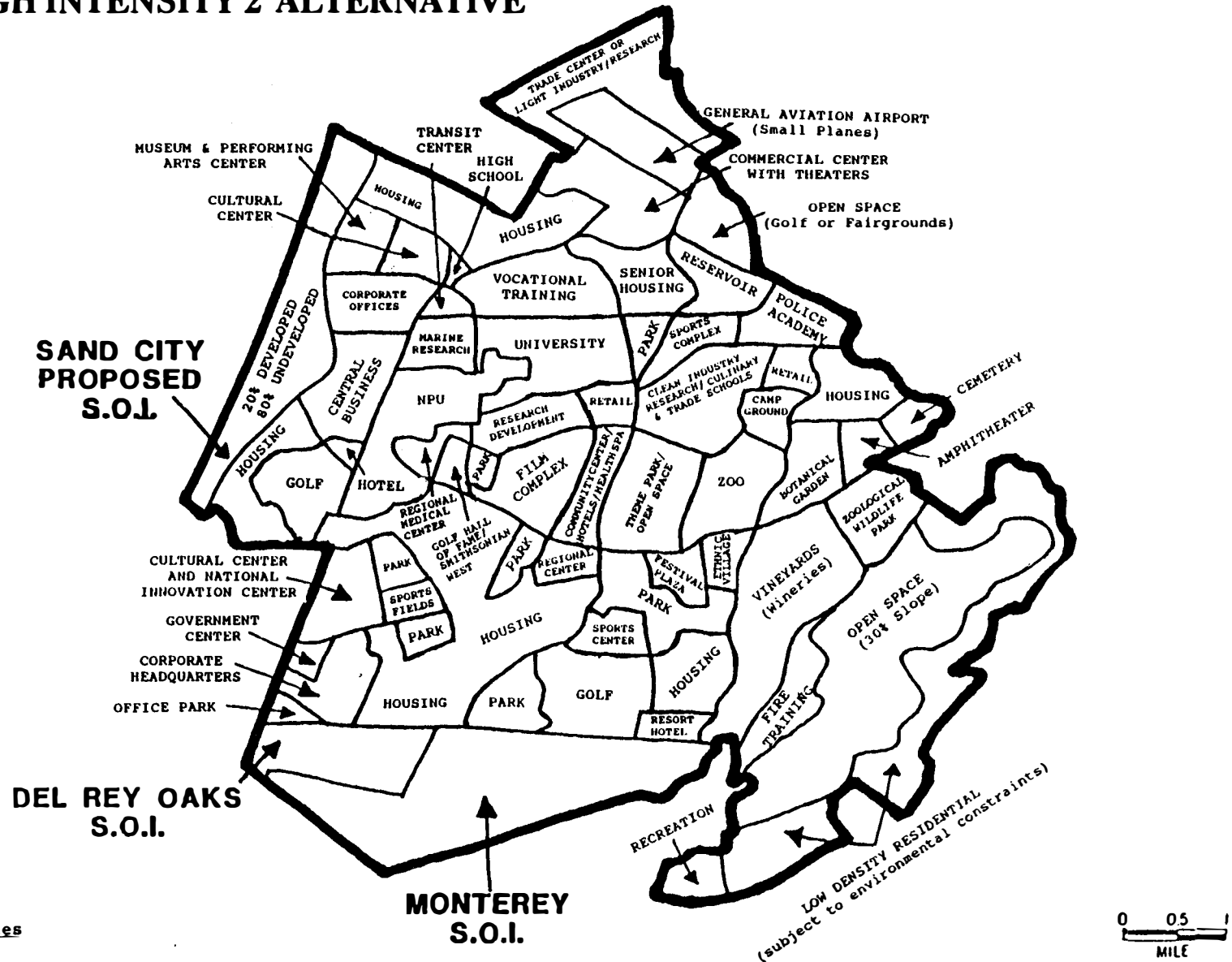
- NPU = No Proposed Use
- RMC = Regional Medical Center
- GHF = Golf Hall of Fame / Smithsonian West

FIGURE 13

This alternative represents the Fort Ord Economic Development Authority (FOEDA) and Monterey County recommendation.

HIGH INTENSITY 2 ALTERNATIVE

B-1-10

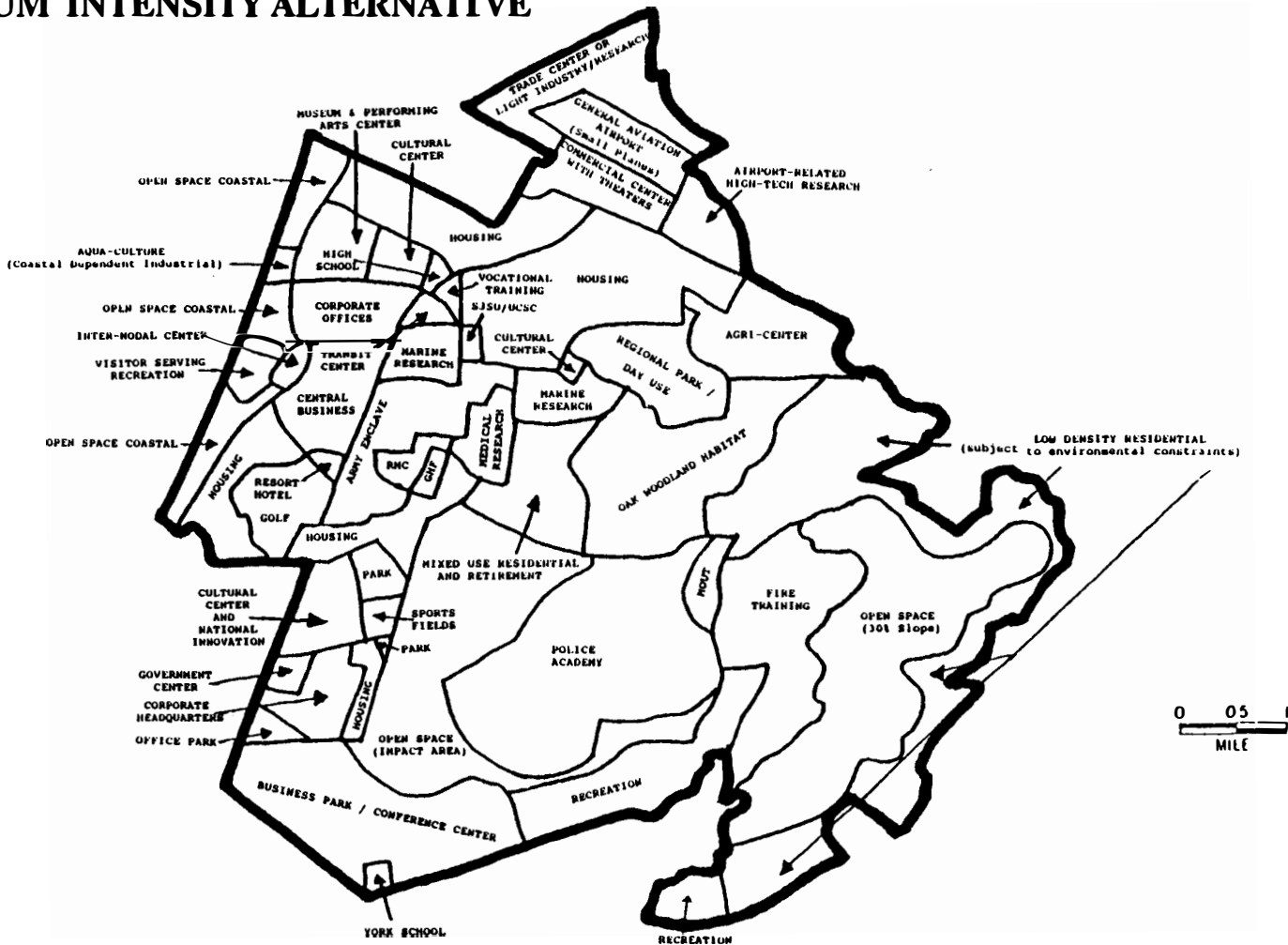


Notes

NPU = No Proposed Use

FIGURE 14

MEDIUM INTENSITY ALTERNATIVE



B-1-11

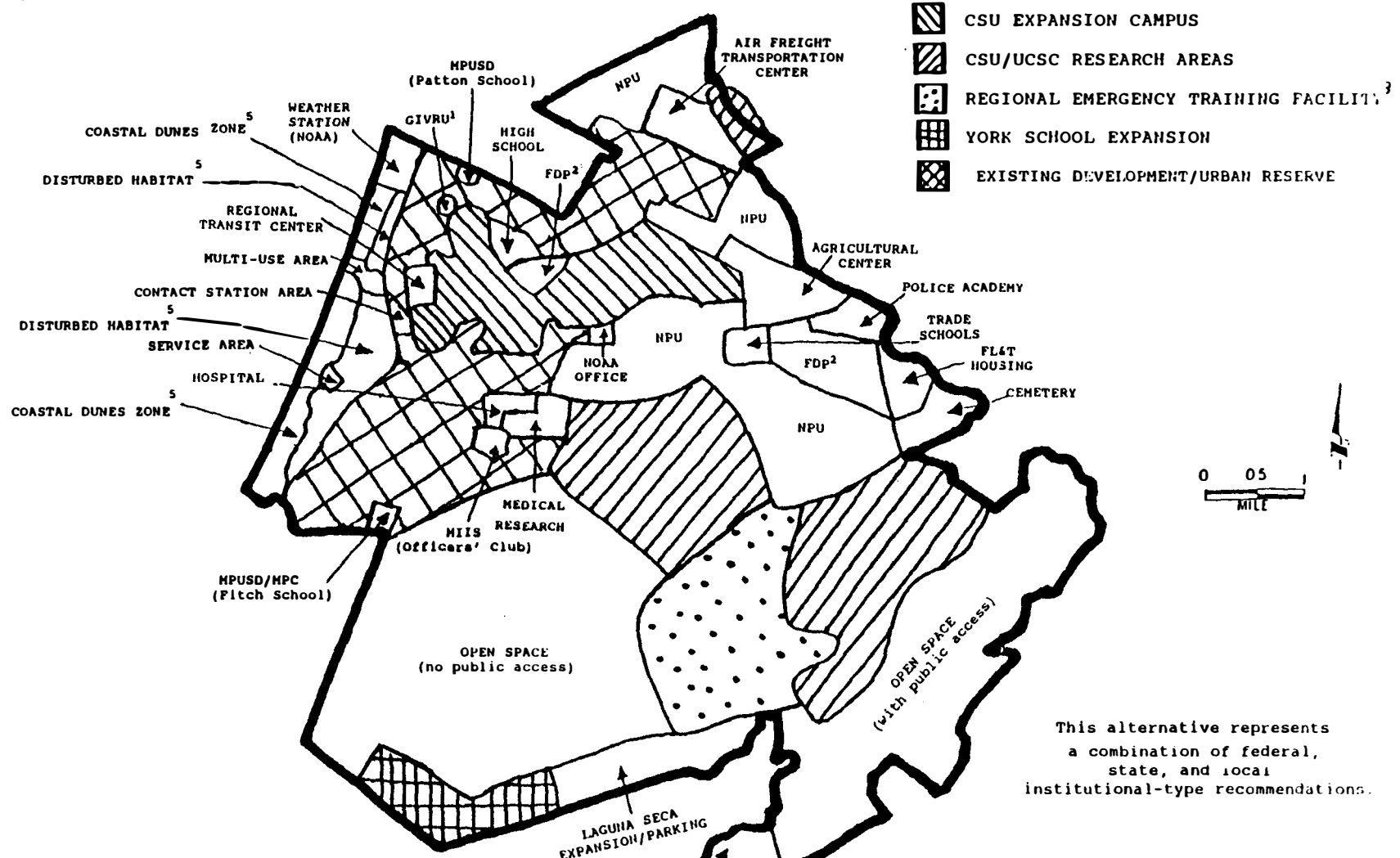
Notes

- GHF = Golf Hall of Fame/Smithsonian West
- MOUT = Military Operations on Urban Terrain
- RMC = Regional Medical Center
- SJSC = California State University, San Jose
- UCSC = University of California, Santa Cruz

This alternative represents the Fort Ord Economic Development recommendations for the incorporated area and the Monterey County recommendations for the unincorporated area.

FIGURE 15

INSTITUTIONAL ALTERNATIVE



This alternative represents a combination of federal, state, and local institutional-type recommendations.

Notes

- ¹ 15,000-20,000 sf in temporary buildings
- ² Existing confinement facility in Main Garrison and 250-1,000 undeveloped acres at East Garrison
- ³ Includes law enforcement and fire service training
- ⁴ MPUSD is also interested in acquiring the property beneath the existing schools within the Army enclave.
- ⁵ Coastal Dunes Zone and Disturbed Habitat are described for the Open Space Alternative.

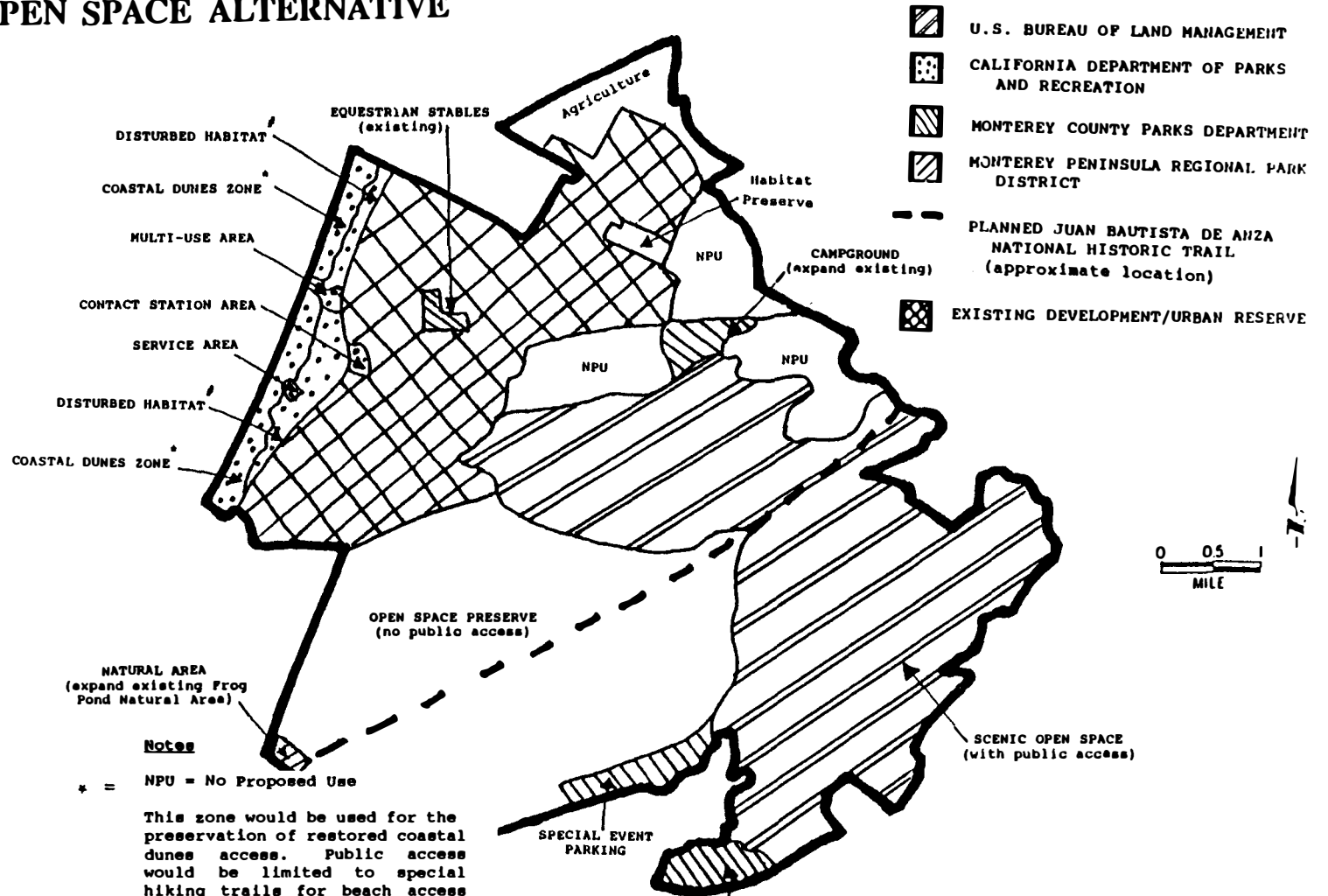
Acronyms

- CSU - California State University
- FBP - U.S. Department of Justice, Federal Bureau of Prisons
- FL&T - Farm Labor & Transitional
- GIVRU - Goodwill Industries Vocational Rehabilitation Unit
- MIIS - Monterey Institute of International Studies
- MPC - Monterey Peninsula College
- MPUSD - Monterey Peninsula Unified School District⁴
- NOAA - National Oceanic and Atmospheric Administration
- UCSC - University of California, Santa Cruz
- NPU - No Proposed Use

B-1-12

FIGURE 16

OPEN SPACE ALTERNATIVE



Notes

- * = NPU = No Proposed Use
- # = This zone would be used for the preservation of restored coastal dune and vernal pond habitat, and for visitor service facilities. Day use facilities could include hiking trails, interpretive displays and group picnic areas. Overnight facilities could include family/group and bike-in/bike-in campgrounds, a hostel facility and a campfire center for interpretive programs.

This alternative supports and represents:

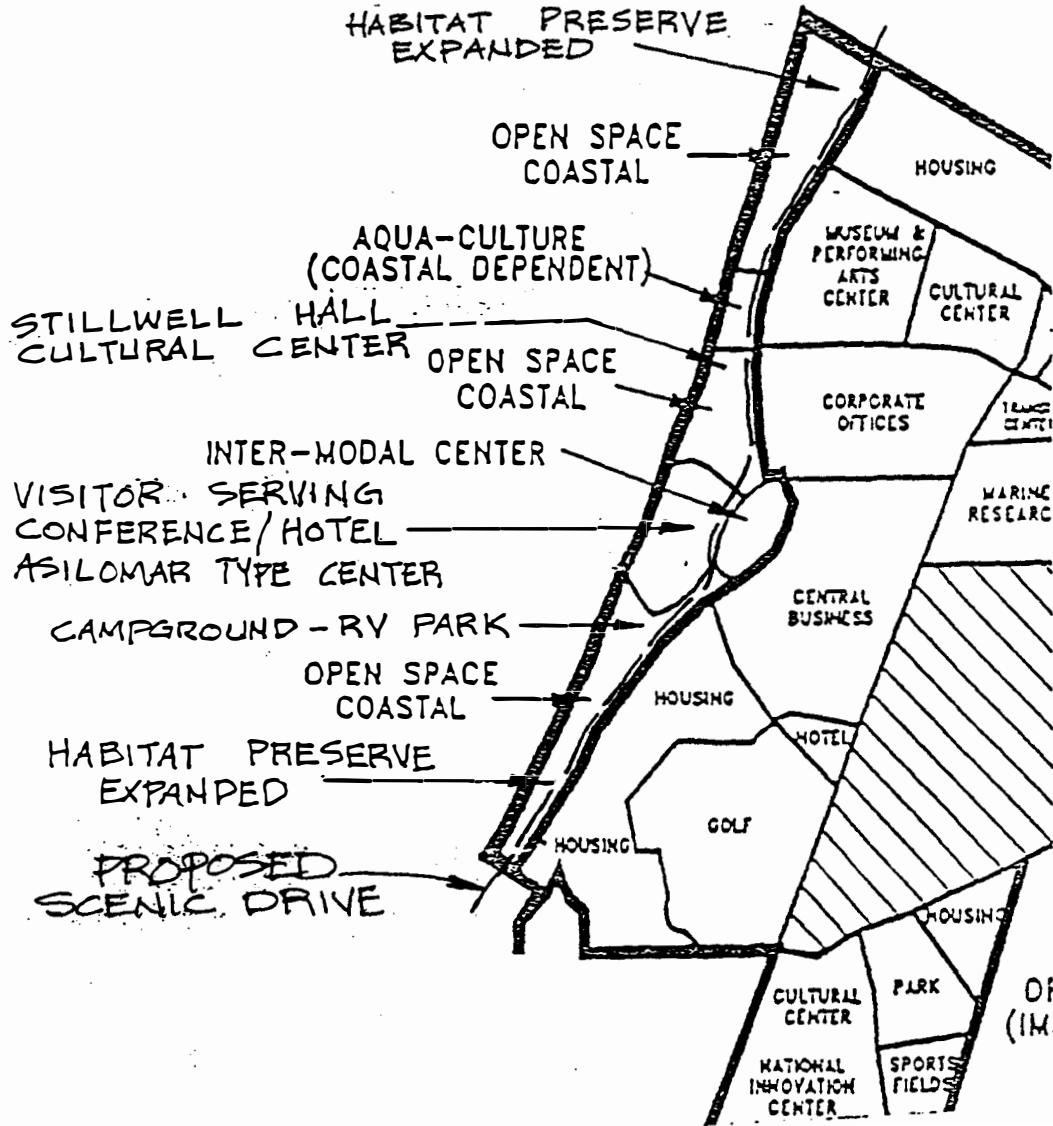
- U.S. Bureau of Land Management
- U.S. Department of the Interior, Fish and Wildlife Service
- U.S. Department of the Interior, National Park Service
- California Department of Fish and Game
- California Department of Parks and Recreation
- California State Coastal Conservancy
- Monterey Peninsula Regional Park District
- Fort Ord Parklands Group

B-1-13

FIGURE 17

Note:

Out of approx. 900 acres in the Fort Ord Coastal Area, only 180 acres would be developed (less than 20%), and 720 acres would be maintained in open space.



SAND CITY'S SPHERE OF INFLUENCE
PROPOSED LAND USES
FORT ORD COASTAL AREA

APPENDIX B-2

B-2

Flora and Fauna Baseline Study

Introduction

This Baseline Study being prepared by Jones and Stokes Associates, Inc. is still in the formulation stage. Field surveys are underway at Ft. Ord during April and May. The study will cover the following main topics:

- Biological Communities
- Special-Status Biological Resources
- Vegetation and Wildlife Management

Because the study is in the initial draft stage, only key areas are summarized. However, it is noted that Ft. Ord has unique biological communities, and a broad array of wildlife species.

Biological Communities

Coastal strand communities consist of coastal foredunes and central dune scrub. The coastal strand extends 4.1 mile along the beachfront of Ft. Ord and accounts for 4 percent of the land on the installation. See Figure 19.

Chaparral and scrub communities are divided into three types (mixed chaparral, maritime chaparral and coastal sage scrub) and account for about 39 percent of the land mass at the fort.

Coast live oak and savanna communities are found in the central, northern and eastern sections of Ft. Ord as shown at Figure 19.

Grassland communities are found in the south eastern section of Ft. Ord and account for 15 percent of Ft. Ord.

Riparian communities are restricted to the banks of creeks and drainages that provide a high water table. These communities are found along the Toro Creek area, and the Salinas River area. Figure 19.

There are 4 major types of wetlands on the post: vernal pools, fresh water marsh, ephemeral drainages, and artificial ponds and reservoirs. The study discusses jurisdiction of these areas. Preliminary plots from aerial photography are shown at Figure 20.

Special Status Biological Resources

The study outlines categories of special status plant and animal species and includes tables of those known to

occur at Ft. Ord and those that may occur seasonally in the Marine environment of Monterey Bay.

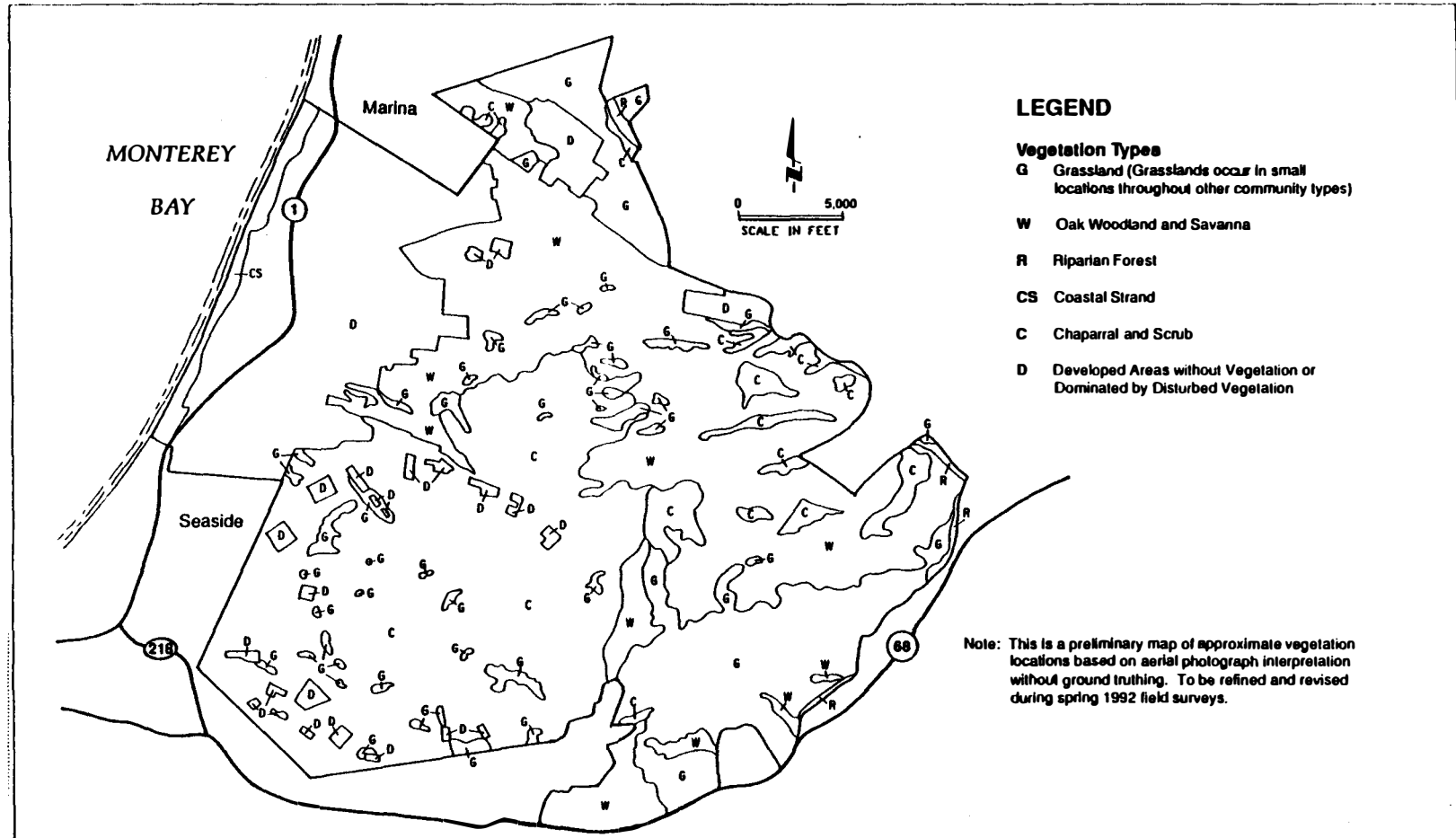
Eighteen special status plant species are known to occur at Ft. Ord and 38 have been identified as having the potential to occur. Reconnaissance by Jones and Stokes will further develop the listings and locations. See Figure 21.

Rare communities and reserves are also shown at Figure 21.

Vegetation and Wildlife Management

The Army at Ft. Ord manages the vegetation and wildlife programs at both Ft. Ord and at Ft. Hunter-Liggett. Programs include livestock grazing, woodcutting, prescribed burning and hunting and fishing programs.

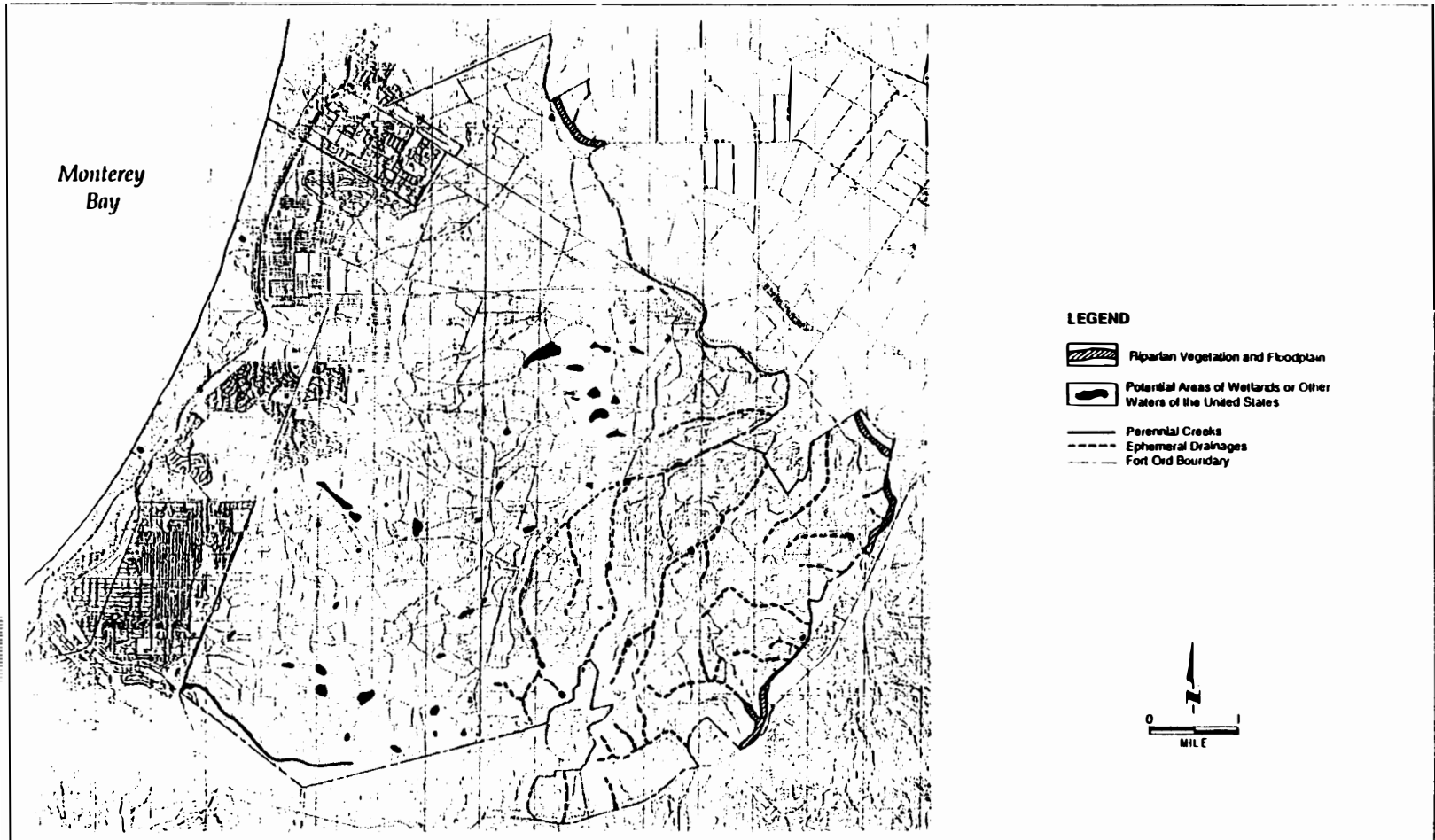
Preliminary Map of Vegetation Types
at Fort Ord, California



B-2-3

FIGURE 19

Preliminary Locations of Wetlands and Other Waters of the United States at Fort Ord, California

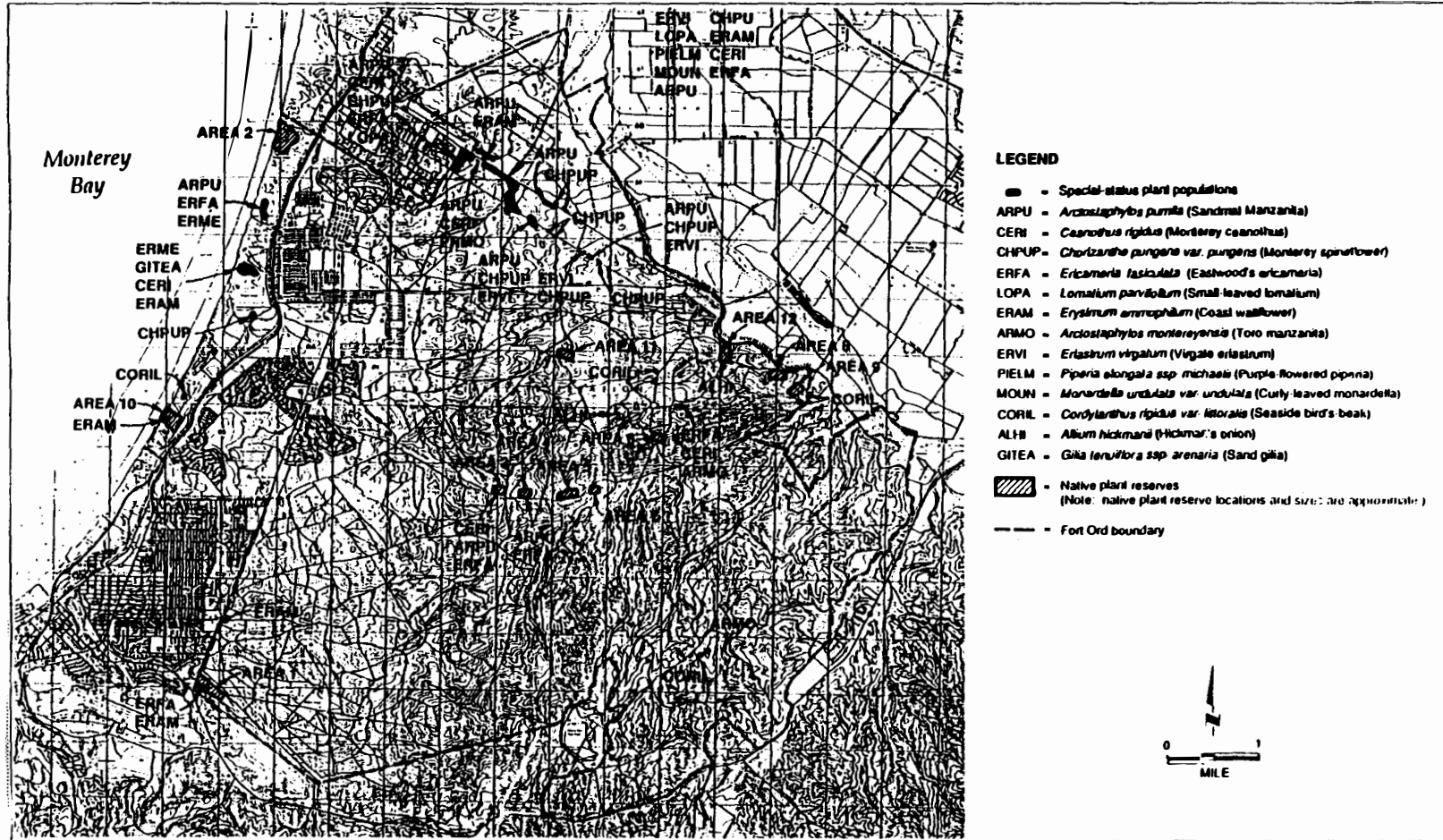


B-2-4

Sources: Harding Lawson Associates 1991; Defense Mapping Agency Hydrographic/Topographic Center 1980; Aerial Photo Interpretation

FIGURE 20

Preliminary Map of Known Locations of Special-Status Plant Populations and Approximate Locations of Native Plant Reserves at Fort Ord, California



Sources: Jones & Stokes Associates 1989, 1990; Harding Lawson Associates 1991
 Natural Diversity Data Base; 1991, 1992; U.S. Army Corps of Engineers 1990

B-2-5

FIGURE 21

APPENDIX B-3

AIR QUALITY BASELINE STUDY

Introduction

This Baseline Study includes discussion of:

- Existing Climate
- Existing Air Quality in the North Central Coast Air Basin
- Ft. Ord Emissions and Potential Emission Reduction

Existing Climate

The existing climate discussion focuses on wind data which are displayed on Figure 22, the Wind Rose for Ft. Ord.

Existing Air Quality in the North Central Coast Air Basin (NCCAB)

The study outlines ambient air quality standards and indicates attainment and nonattainment of standards. Charts are provided which cover all types of emissions. Those charts are too numerous to cover in this brief summary.

Air Quality Management in the Monterey Bay Area

This portion of the study outlines the air management responsibilities at federal, state and local levels to include the provisions of the Federal Clean Air Act and the California Clean Air Act. It discusses the Monterey Bay Unified Air Pollution Control District (MPUACP) and Air Quality Management Plan for the Monterey Region. The section also discusses Emission Reduction Credits which would result in credits to the Army when it reduces operations in the Ft. Ord area.

Fort Ord Emissions and Potential Emission Reduction Credits

The summary below quotes directly from the Baseline Study.

Criteria Pollutants

This section estimates Ft. Ord's emission sources and identifies permitted and nonpermitted criteria pollutant emissions. The emission sources can be grouped into three classes: stationary, mobile and area. Figure 23 compares permitted versus total stationary source emissions at Ft. Ord.

At Ft. Ord, stationary sources consist of combustion sources such as boilers and incinerators and evaporative sources such as spray booths and fuel storage tanks. For most of the larger stationary sources, a permit is required from the MBUAPCD.

Ft. Ord's mobile sources consist of:

- light-duty automobiles and trucks operated by Army personnel and by civilians commuting to and from the base;
- medium- and heavy-duty trucks and Army vehicles operated by base suppliers and by Army personnel during training operations;
- aircraft, including fixed wing and helicopters; and
- buses with routes that include Ft. Ord

Mobile sources do not require a permit from the MBUAPCD.

Area emission sources include small numerous stationary and mobile sources that are assumed to be spread over an area rather than located at a specific point. Area sources consist of landscape maintenance equipment such as lawnmowers, leaf blowers, weed eaters and chain saws; pesticide and herbicide application; natural gas space and water heaters and operational activities such as open burning, munitions and explosives detonation, phosphorus flares and obscurants such as fog oils. Ft. Ord does not have any woodburning stoves at any of the residential units. Generally, most area sources, except for open burning, do not require a permit from the MBUAPCD.

Each of these emission-generating activities is summarized in Figure 23 for 1989. Ft. Ord's total annual emissions from all sources equal 635 tons of NO_x, 39 tons of SO_x, 8015 tons of CO, 868 tons of PM₁₀, and 1,327 tons of ROG. Mobile sources constitute the largest percentage of NO_x, SO_x, CO and PM₁₀ emissions and area sources constitute the largest percentage of ROG. For each pollutant, stationary sources constitute the largest percentage of ROG. For each pollutant, stationary sources constitute only a small percentage of total emissions compared to the contribution from area and mobile sources.

Several methods were used to estimate the emissions shown in Figure 23. Stationary source emissions were based on the emission inventory reports prepared for Ft. Ord in compliance with the California hot spots regulation for air toxics (AB 2588) (Harding Lawson Associates 1991a and 1991b). Mobile source emissions were estimated using the California Air Resources Board's URBEMIS3 model, which is used to estimate mobile source emissions based on trip

generation rates associated with specific land uses. Emission estimates from aircraft using Fritzsche Airfield were not available and have not been included in the mobile source estimates shown in Figure 23.

Area source emissions, which consist of four emission categories, were estimated using the following methods. Emission estimates for range munitions were based on the estimates contained in the emission inventory report of air toxics hot spots for criteria pollutants (Harding, Lawson Associates 1991a and 1991b). Emissions from oak woodland and chaparral burning were based on total acreage burned and emission factors applicable to wildfires (U.S. Environmental Protection Agency 1985). Emissions from nonindustrial natural gas combustion were estimated based on amounts of natural gas consumption and applicable emission factors (U.S. Environmental Protection Agency 1985). Residential source emissions factors (U.S. Environmental Protection Agency 1985). Residential source emissions, which include consumer products, landscape maintenance equipment and paints and solvents were based on the number of dwelling units of applicable emission factors (Bay Area Air Quality Management District 1985).

Exhibit 5 is a subset of Exhibit 4 and contains only those Ft. Ord stationary emission sources currently operating with a permit from the MBUAPCD. Although emissions from open burning of chaparral and oak woodlands are permitted, these emissions have not been included in Exhibit 3 because they are considered area rather than stationary sources.

Rule 215 requires that when calculating emission reduction credits for a source, an average of the previous three years of emissions or operating activity should be used. Because of limited data, however, only one year of operating activity has been used in this report to estimate potential emission reduction credits. If activity levels and associated emissions at Ft. Ord decrease between now and closure, the amount of emission reduction credits available at closure also will decrease. Consequently, the emission rates shown in Exhibits 3 and 4 represent the upper limit of existing emission reduction credits that are available to the Army from closure.

As stated above, if the emission reduction credits are transferred to someone other than the original owner, the credits must be devalued by the amounts shown in Exhibit 6. Applying the devaluation rates in Exhibit 6 to the most current estimates of Ft. Ord emissions shown in Exhibits 4 and 5 results in the range of potential emission reductions shown in Exhibit 7.

The amount of potential emission reduction credits that will be available to the Army for Ft. Ord closure depends on whether the MBUAPCD allows only permitted emissions to be counted as emission reduction credits. Under the current interpretation of MBUAPCD's Rule 215, the amount of emission reduction credits available would be closer to the line in Exhibit 6 showing total permitted emission credits after devaluation. If proposed changes to Rule 215 allow nonpermitted emission sources to be included as emission reduction credits, the amount of credits available would be closer to the line in Exhibit 7 showing total emission credits after devaluation.

Toxic Air Pollutants

An inventory of toxic air emissions has been conducted at Ft. Ord to meet the requirements of the Air Toxics Hot Spots Information and Assessment Act of 1987. This inventory identified potential air emission sources and products used at air emission points at the Ft. Ord complex (Harding Lawson Associates 1989; Harding Lawson Associates 1990). This air toxics inventory included several emission sources associated with military activities; controlled burns, phosphorous flares, fog oil and weapons.

Asbestos

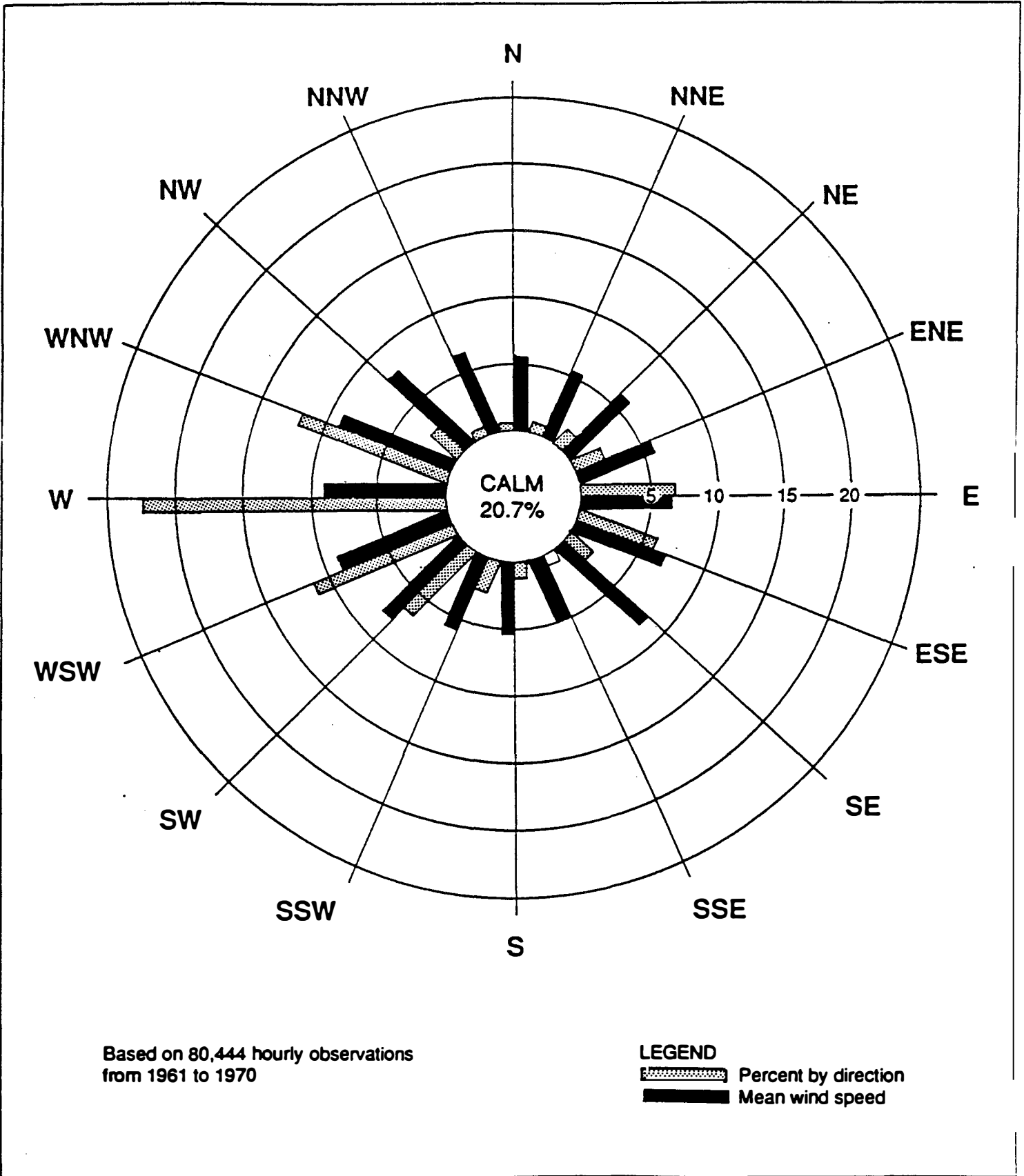
An initial asbestos survey at Ft. Ord was completed in 1986. That survey examined seven child-care center buildings and a representative sample of housing units (200 out of 4,678 units). Asbestos was found in the hot water pipe insulation and in floor tiles of the family housing units (Roy F. Weston, Inc. 1990).

A second asbestos survey of 224 buildings was conducted from October, 1989 to January, 1990. A variety of buildings were surveyed, including retail stores, office buildings, lavatories, dining halls, barracks, general purpose buildings, vehicle maintenance and storage, oil storage, bus/taxi stations and ammunition bunkers. Asbestos-containing materials identified during this survey included friable asbestos materials (debris, hot water storage tank insulation, HVAC flexible connectors, pipe run insulation and lagging, spray-applied acoustic ceiling material, and resilient sheet flooring) and nonfriable asbestos materials (resilient floor tile, sheet flooring mastic, sink undercoat and transite flue pipes) (Roy F. Weston, Inc. 1990).

Ft. Ord is currently conducting asbestos surveys of each of the 1,738 buildings in the cantonment area. Surveys of all 1,738 buildings are expected to be

completed by the end of fiscal year 1992. To date, asbestos has been found in several areas, including electrical insulation, wiring, roofing materials (shingles and felt), window caulking and sealants, floor tile and mastics and wall joint taping compounds. Most of the asbestos identified in this most recent survey is not actively disturbed and only may become a problem during demolition. No building demolition schedule exists, although three buildings were demolished in 1991. Demolition of one of those buildings was halted, however, when an MBUAPCD inspection found badly damaged floor tiles containing asbestos that had to be removed before demolition could be completed.

Wind Rose for Fort Ord, California.



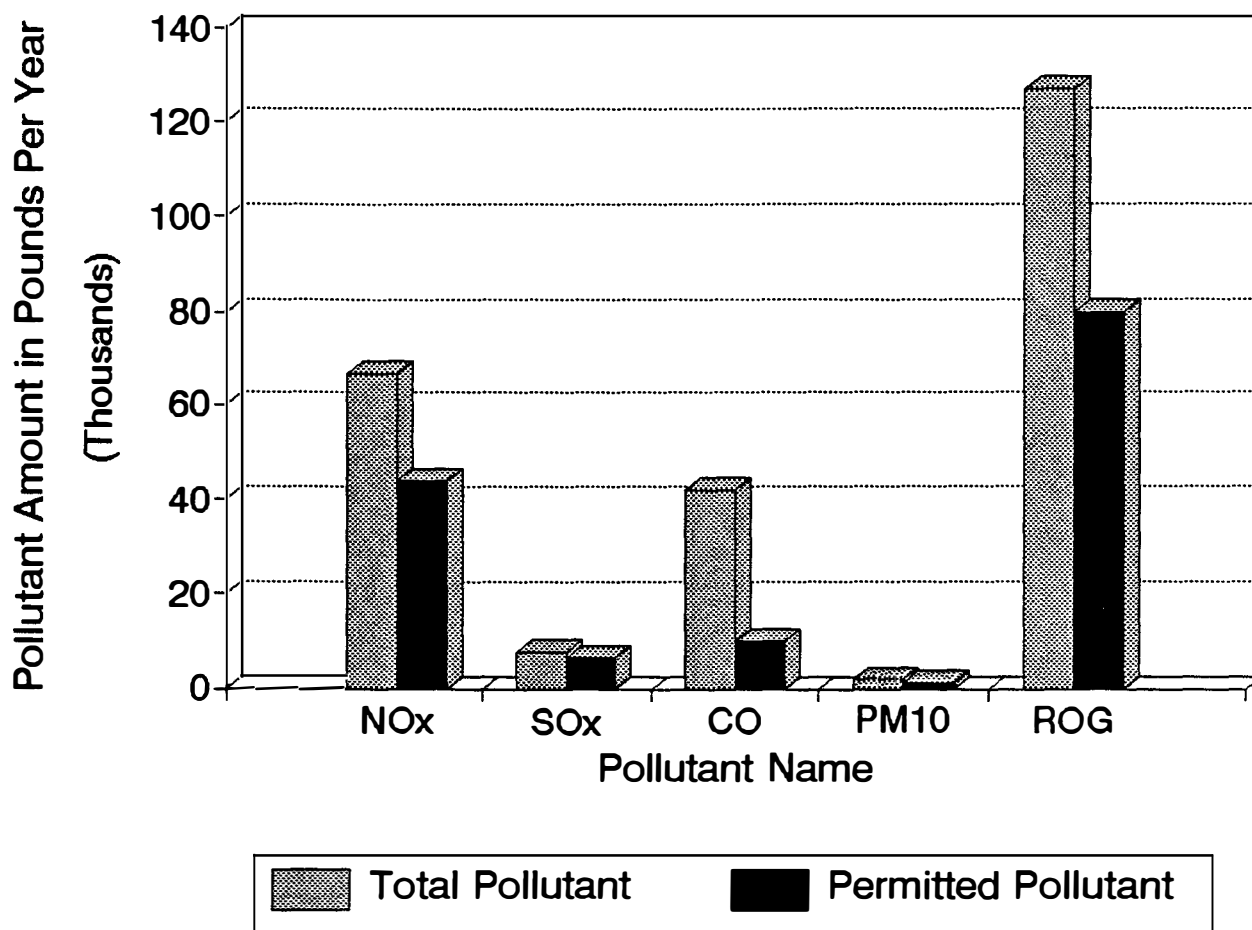
Based on 80,444 hourly observations from 1961 to 1970

LEGEND
[Stippled bar] Percent by direction
[Solid black bar] Mean wind speed

Source: California Air Resources Board 1984

Comparison of Pollutants at Fort Ord

Permitted v. Total Stationary Source Emissions



* Permitted sources are those for which a permit is required by the MBUAPCD rules and regulations. Nonpermitted emission sources, which include mobile sources, and certain stationary sources, must be included in emissions inventories for air quality planning purposes.

Total Criteria Pollutant Emissions - All Sources

Pollutant Sources	Pollutant Emissions (pounds per year)				
	NO _x	SO _x	CO	PM ₁₀	ROG
Stationary sources					
Combustion sources					
Boilers - distillate	21,177.14	7,517.88	5,294.29	910.62	360.01
Boilers - natural gas	44,868.80	259.43	9,259.22	864.75	2,189.64
Boilers - propane	0.00	0.00	0.00	0.00	0.00
Internal combustion engine	242.94	15.60	1,355.54	17.05	83.41
Steam cleaner	418.08	27.66	90.27	29.74	33.28
Ceramic kiln	0.00	0.00	0.00	0.00	0.00
Incinerator	<u>1.20</u>	<u>0.00</u>	<u>0.00</u>	<u>3.20</u>	<u>0.00</u>
Subtotal	66,708.16	7,820.57	15,999.32	1,825.36	2,666.34
Solvent sources					
Surface coating/offset	0.00	0.00	0.00	0.00	12,105.24
Pesticides	0.00	0.00	0.00	0.00	2.75
Laboratories	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>2,492.20</u>
Subtotal	0.00	0.00	0.00	0.00	14,600.19
Fuel storage emission sources					
Fuel storage tanks	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>109,679.20</u>
Total (lb/yr)	66,708.16	7,820.57	15,999.32	1,825.36	126,945.73
(tons/yr)	33.35	3.91	8.00	0.91	63.47
Area sources					
Nonindustrial natural gas	72,814.00	483.57	14,277.78	2,727.30	0.00
Combustion					
Burning	181,015.00	0.00	6,323,840.00	766,290.00	996,940.00
Range munitions	0.00	0.00	25,969.50	0.00	0.00
Residential sources	<u>39,327.00</u>	<u>6,272.00</u>	<u>309,986.00</u>	<u>33,753.00</u>	<u>569,300.00</u>
Subtotal (lb/yr)	293,156.00	6,755.57	6,674,073.28	802,770.30	1,566,240.00
(tons/yr)	146.58	3.38	3,337.04	401.39	783.12
Mobile sources					
Mobile source combustion	<u>909,251.50</u>	<u>64,313.00</u>	<u>9,340,897.50</u>	<u>930,567.50</u>	<u>960,790.96</u>
Subtotal (lb/yr)	909,251.50	64,313.00	9,340,897.50	930,567.50	960,790.96
(tons/yr)	<u>454.63</u>	<u>32.16</u>	<u>4,670.45</u>	<u>465.28</u>	<u>480.40</u>
Total (lb/day)	3,477.03	216.13	43,920.47	4,753.87	7,271.17
(lb/yr)	1,269,115.66	78,889.14	16,030,970.10	1,735,163.16	2,653,976.69
(tons/yr)	634.56	39.44	8,015.49	867.58	1,326.99

Notes: Stationary source emissions are based on the Harding Lawson Associates criteria pollutant emission inventory for Fort Ord. (Harding Lawson Associates 1991b).

Area source emissions are based on four separate analyses. Nonindustrial natural gas combustion emissions are based on the difference between total 1989 natural gas usage at Fort Ord minus natural gas usage from natural gas boilers. Range burning emissions are based on 1989 range burning of 410 acres and Environmental Protection Agency emission factors for open burning (U.S. Environmental Protection Agency 1985). Range munitions are based on the Harding Lawson Associates emission inventory (Harding Lawson Associates 1991b). Residential emissions are based on the total number of Fort Ord residential units multiplied by residential unit emission factors (Bay Area Air Quality Management District 1985).

Mobile source emissions are based on existing Fort Ord land uses. The California Air Resources Board's URBEMIS3 model was used to estimate mobile source emissions. Ten separate land uses were identified with unique trip generation rates for each land use. The assumptions used to run URBEMIS3 along with the run results are shown below. Reactive organic gases (shown in Table 13) are assumed to equal 92% of total organic gases (estimated by URBEMIS3).

Sources: Harding Lawson Associates 1991a and 1991b, Institute of Traffic Engineers 1991 and 1987, Monterey Bay Unified Air Pollution Control District 1991, Bay Area Air Quality Management District 1985, and U.S. Environmental Protection Agency 1985.

Unit Type	Trip Rate	Size*	Total Trips	Days Operating
Single-family housing	10.0/unit	763	7,630	
Apartment 10 - 20 du/acre	5.4/unit	5,086	27,464	
Apartment >20 du/acre	3.7/unit	7,662	28,349	
Commercial strip business	359.1/acre	34	12,209	1
Hospital	5.2/employee	1,055	5,442	1
Elementary school	1.1/student	2,951	3,246	1
General light industry	52.4/acre	1,160	60,784	1
General aviation airport	21.5/employee	48	1,030	1
Recreational	3.6/acre	600	2,181	
Sports/fitness complex	8.0/acre	237	1,896	1

	Residential Trips			Commercial Trips	
	Home-Work	Home-Shopping	Home-Other	Work	Non-Work
Trip length (miles)	8.0	4.0	4.2	4.8	3.6
Percentage started cold	87.1	38.8	56.1	75.9	26.2
Trip speed (miles per hour)	35	35	35	35	35
Percentage of trips	27.3	21.2	51.5	--	--

Vehicle Fleetmix

Percentage of Fuel Used

Vehicle Type	Percentage of Vehicle Type	Percentage of Fuel Used		
		Leaded	Unleaded	Diesel
Light-duty autos	70.0	6.6	90.5	2.9
Light-duty trucks	18.0	8.1	88.8	3.1
Medium-duty trucks	5.3	15.2	84.8	0.0
Heavy-duty trucks	2.7	59.8	40.2	N/A
Heavy-duty trucks	0.9	N/A	N/A	100.0
Motorcycles	3.1	100.0	N/A	N/A

Project Emissions Reports (lb/day)

Unit Type	Total Organic Gases	CO	NO _x
Single family housing	159.1	1,454.7	139.3
Apartment 10 - 20 du/acre	573.6	5,236.1	501.5
Apartment > 20 du/acre	592.9	5,404.8	517.7
Commercial strip business	183.3	1,516.1	170.9
Hospital	88.5	755.7	79.5
Elementary school	64.3	585.0	53.1
General light industry	1,108.0	9,837.6	947.5
General aviation airport	18.0	157.2	15.6
Recreational	45.6	415.8	39.8
Sports/fitness complex	27.9	228.5	26.2

Unit Type	Fuel Use	PM ₁₀	SO _x
Single-family housing	1,878.6	10.8	10.1
Apartment 10 - 20 du/acre	6,762.2	39.0	36.4
Apartment > 20 du/acre	6,980.1	40.3	37.6
Commercial strip business	2,156.3	143.0	11.6
Hospital	1,011.1	138.8	5.4
Elementary school	687.1	91.0	3.7
General aviation airport	200.2	33.2	1.1
Recreational	537.0	3.1	2.9
Sports/fitness complex	330.5	13.7	1.8

Notes: du/acre = dwelling units per acre.

N/A = not applicable.

* Size = corresponds to trip rated (unit, acre, employee, or student).

Total Criteria Pollutant Emissions - Permitted Sources

Pollutant Sources	Pollutant Emissions (pounds per year)				
	NO _x	SO _x	CO	PM ₁₀	ROG
Stationary combustion sources					
Boilers - distillate	17,699.12	6,283.24	4,424.78	761.05	300.89
Boilers - natural gas	26,216.40	149.15	5,480.37	497.21	1,232.93
Boilers - propane	0.00	0.00	0.00	0.00	0.00
Internal combustion engine	0.00	0.00	0.00	0.00	0.00
Steam cleaner	0.00	0.00	0.00	0.00	0.00
Ceramic kiln	0.00	0.00	0.00	0.00	0.00
Incinerator	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal	43,915.52	6,432.39	9,905.15	1,258.26	1,533.82
Solvent sources					
Surface coating/offset printing/miscellaneous	0.00	0.00	0.00	0.00	4,296.50
Pesticides	0.00	0.00	0.00	0.00	0.00
Laboratories	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,150.80</u>
Subtotal	0.00	0.00	0.00	0.00	5,447.30
Fuel storage emission sources					
Fuel storage tanks	0.00	0.00	0.00	0.00	72,873.33
Total (lb/yr)	43,915.52	6,432.39	9,905.15	1,258.26	79,854.45
(tons/yr)	21.96	3.22	4.95	0.63	39.93

Sources: Harding Lawson Associates 1991a and 1991b.

U.S. Army Corps of Engineers, Sacramento District
Final Baseline Study

B-3-11

EXHIBIT 5

Air Quality
April 1992

**Monterey Bay Unified Air Pollution Control District
Emission Reduction Credit Devaluation Percentages**

Pollutant	Percent Devaluation
Hydrocarbon	36
Nitrogen oxides	50
Sulfur oxides	42
Carbon monoxides	78
Particulate matter	4

Source: Monterey Bay Unified Air Pollution Control District 1991.

**Range of Potential Emission Reduction
Credits after Devaluation (tons per year)**

	Pollutant Emissions				
	NO _x	SO _x	CO	PM ₁₀	ROG
Total emissions^a	635	39	8,015	868	1,327
Total emission credits after devaluation^b	317.5	23	1,763	833	849
Total permitted emissions^c	22	3	5	0.6	40
Total permitted emission credits after devaluation^c	11	2	1	0.5	26

^a Note that totals from Table 13 have been rounded.

^b Based on the devaluation percentages in Table 12: NO_x (50%), SO_x (42%), CO (78%), PM₁₀ (4%), and ROG (36%). Note that totals have been rounded.

^c Note that totals from Table 14 have been rounded.

APPENDIX B-4

SOILS BASELINE STUDY

Introduction

This study outlines the geologic history and origin of soils at Ft. Ord, soil descriptions, soil constraints and contains sections which cover agricultural soils, those soils suitable for wildlife habitats and recreational development plus disturbed areas, soils needing remediation and unique soils.

Geologic History and Origin of Soil at Ft. Ord

Monterey shale and granitic rock underlie Ft. Ord. When ice melted in the mid-Pleistocene Epoch, the sea level rose and spread sand inland creating the Paso Robles Formation which outcrops along ridges in the eastern section of Ft. Ord. Later in the Pleistocene Epoch, nearly 200 feet of sand was deposited in the area creating the Aromas Sandstone, which overlies the Paso Robles Formation and outcrops in the central portion of the base. Much of the western portion of the fort is covered by deposits of sands corresponding to the final recession of the continental ice sheets, 10,000 years ago. More recently, very high dunes have developed along the coast as coastal beach and recent age dune deposits.

Soil Descriptions

The soils at Ft. Ord are medium-grained sands of low organic content. The study details nomenclatures and sources of information. The map at Figure 24 summarizes location of various soil series.

Soil Constraints

The study describes soils with low strength, high shrink swell potential, high piping potential and high erosion potential. These descriptions are as shown at Figures 25-28.

Prime Agricultural Soils

Soils at Ft. Ord are relatively unsuitable for agricultural development. Only small areas along the eastern boundary are considered prime agricultural soils.

Soils Suitable for Wildlife Habitat

The study includes only a short discussion which describes the suitability of soils for wildlife habitat. Exhibit 8 summarizes the discussion on this topic.

Disturbed Areas

A majority of the land areas at Ft. Ord are disturbed because of development, ranges and training areas.

Soils Needing Remediation

The study refers to the ongoing efforts of the Remedial Investigation/Feasibility Study being conducted to determine the full extent of remediation required at Ft. Ord due to toxic contamination. See also Annex H, the report by the Environmental Pollution Clean-up Advisory Group

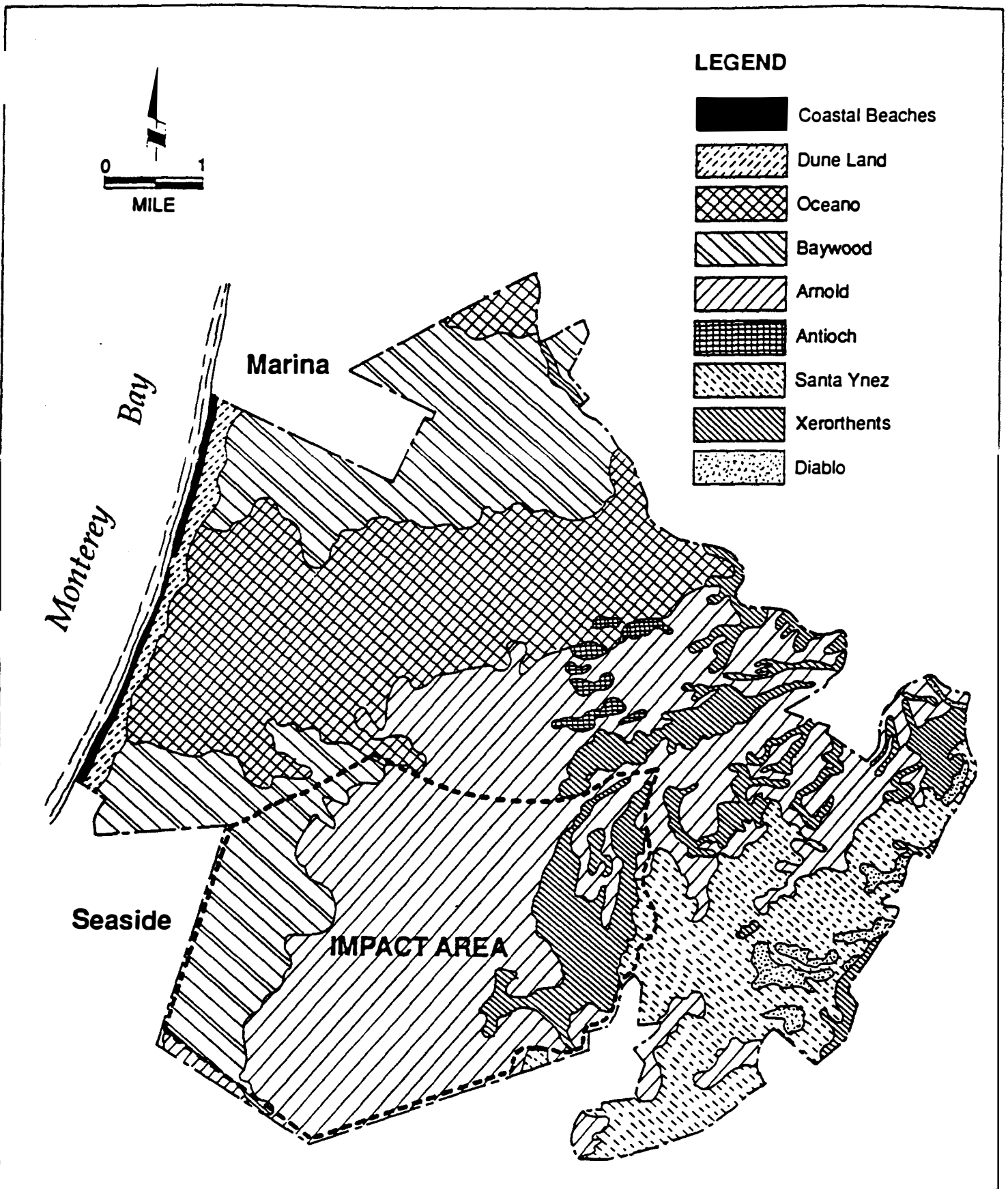
Unique Soils

Aromas sandstone is identified as a unique soil.

Soil Ratings for Recreational Development

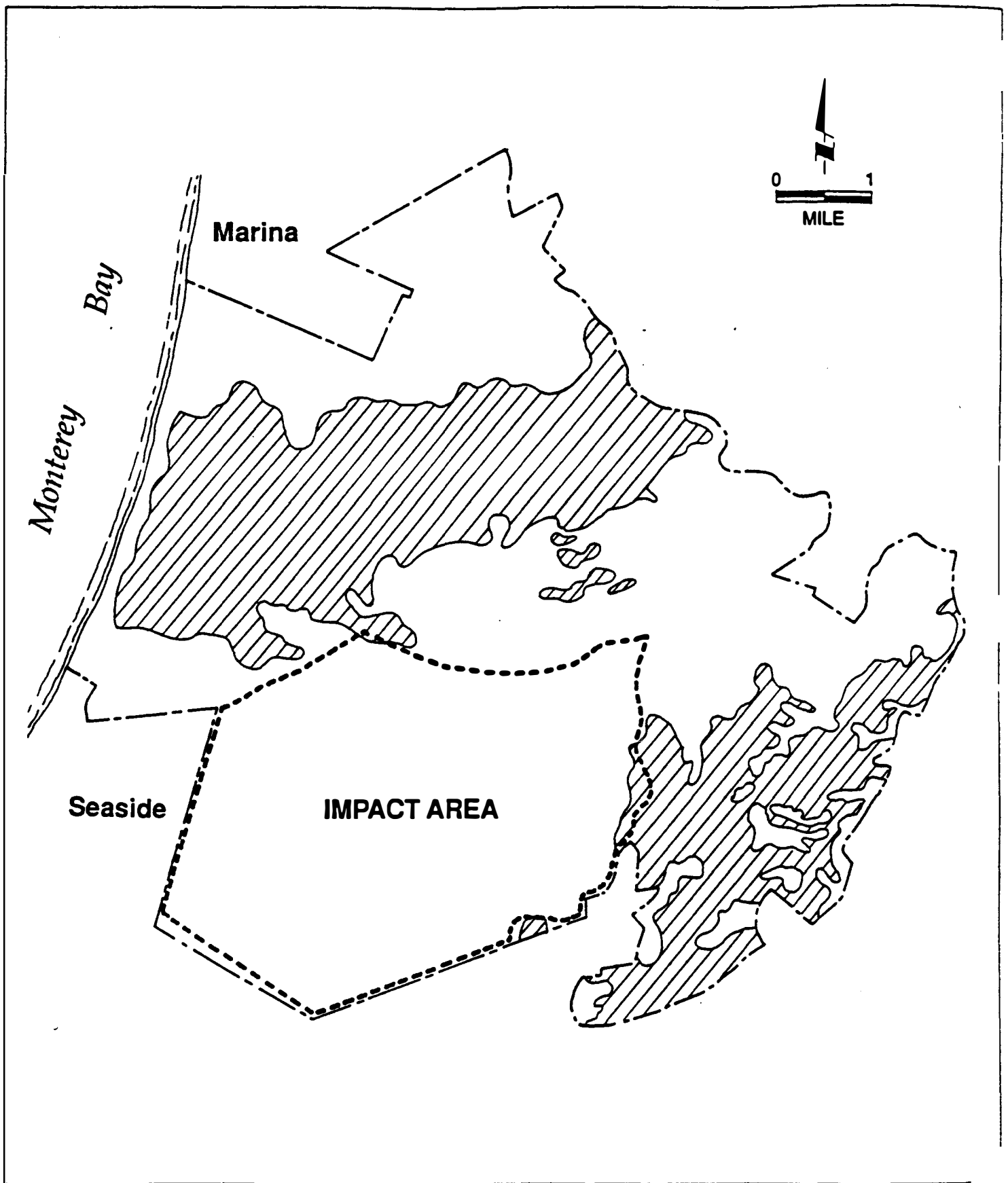
Generalized ratings are as shown at Exhibit 9.

Major Soil Series at Fort Ord, California



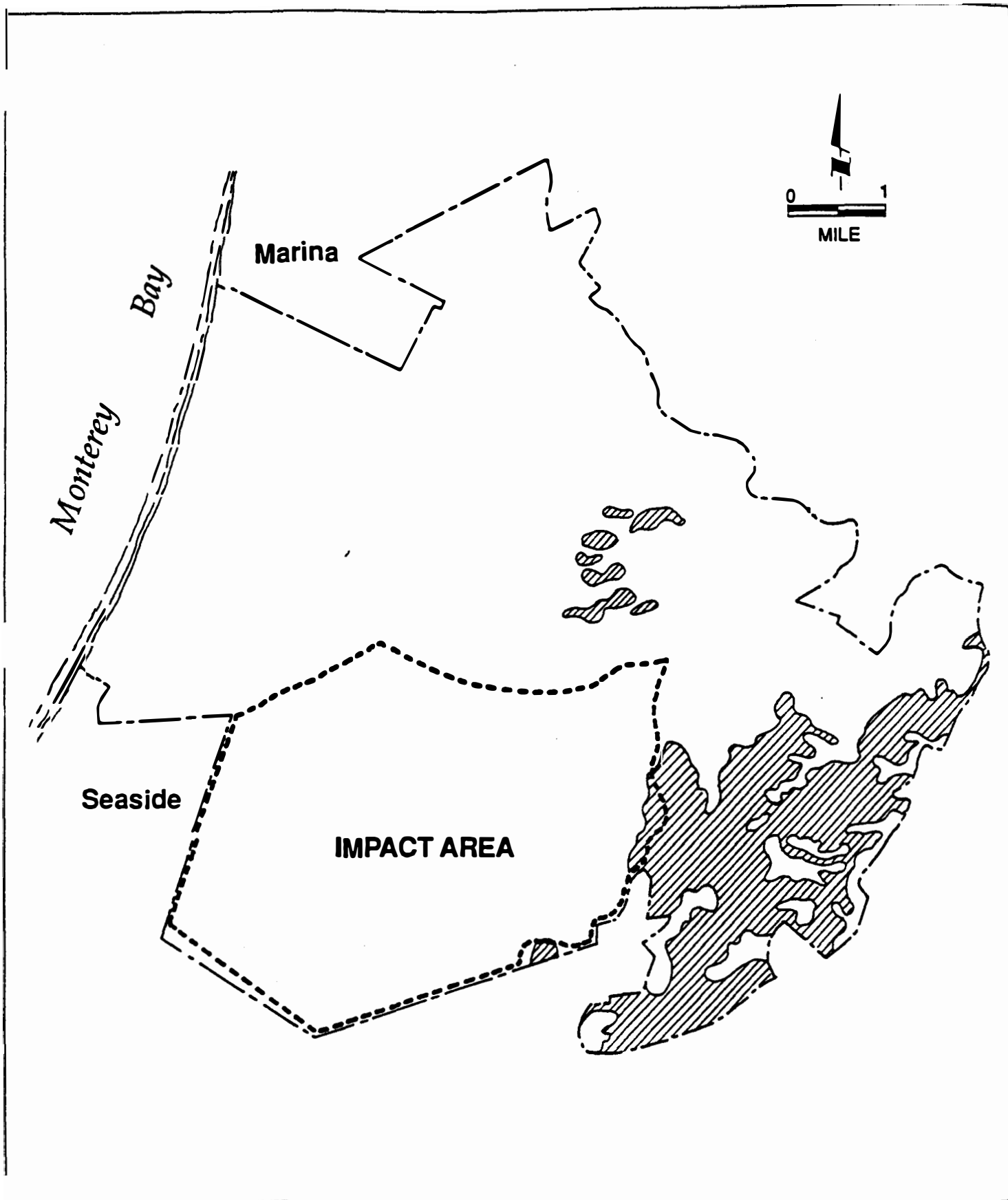
Sources: Defense Mapping Agency 1980; U.S. Soil Conservation Service 1978

Soils with Low Strength at Fort Ord, California



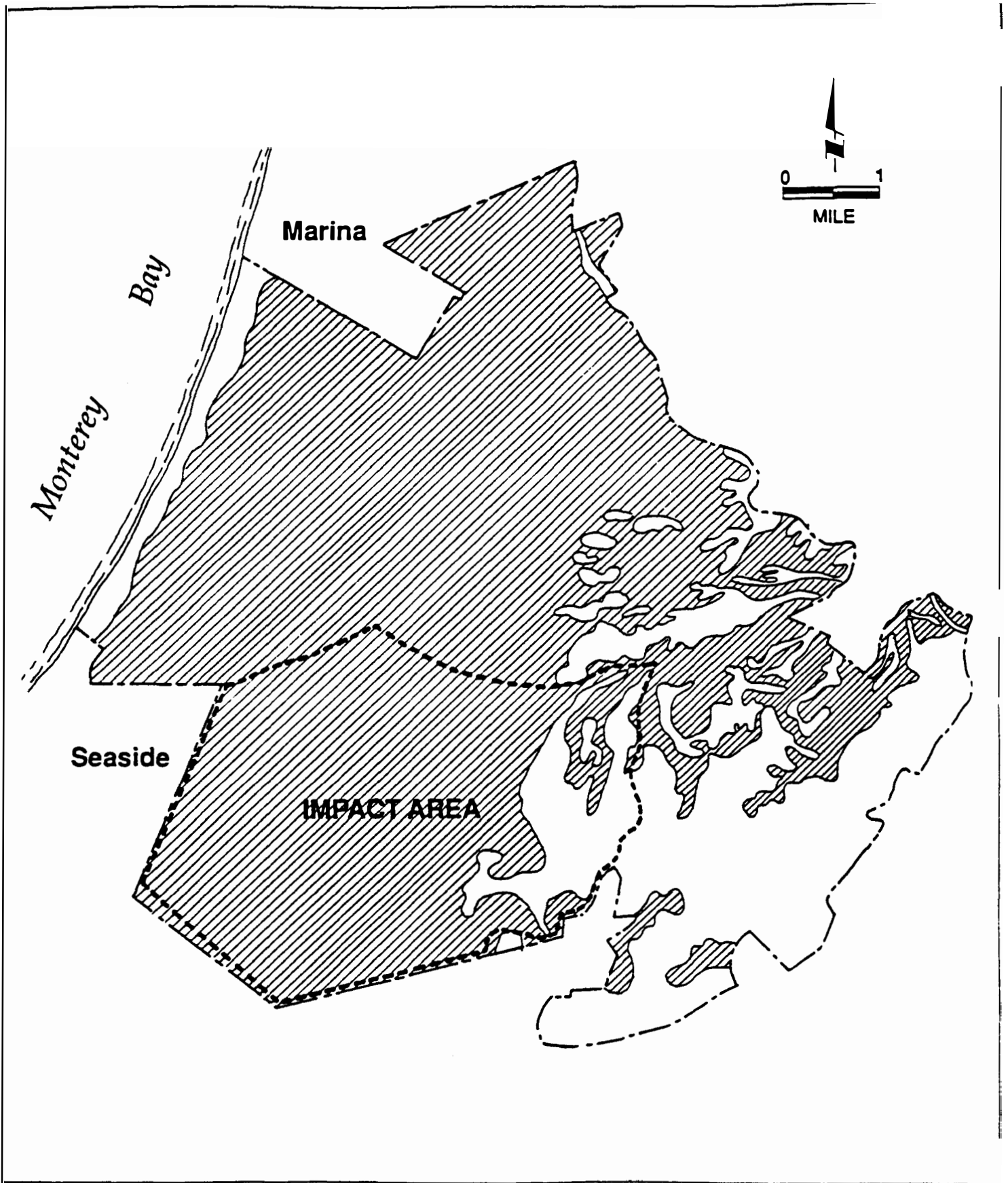
Sources: Defense Mapping Agency 1980; U.S. Soil Conservation Service 1978

Soils with High Shrink-Swell Potential at Fort Ord, California



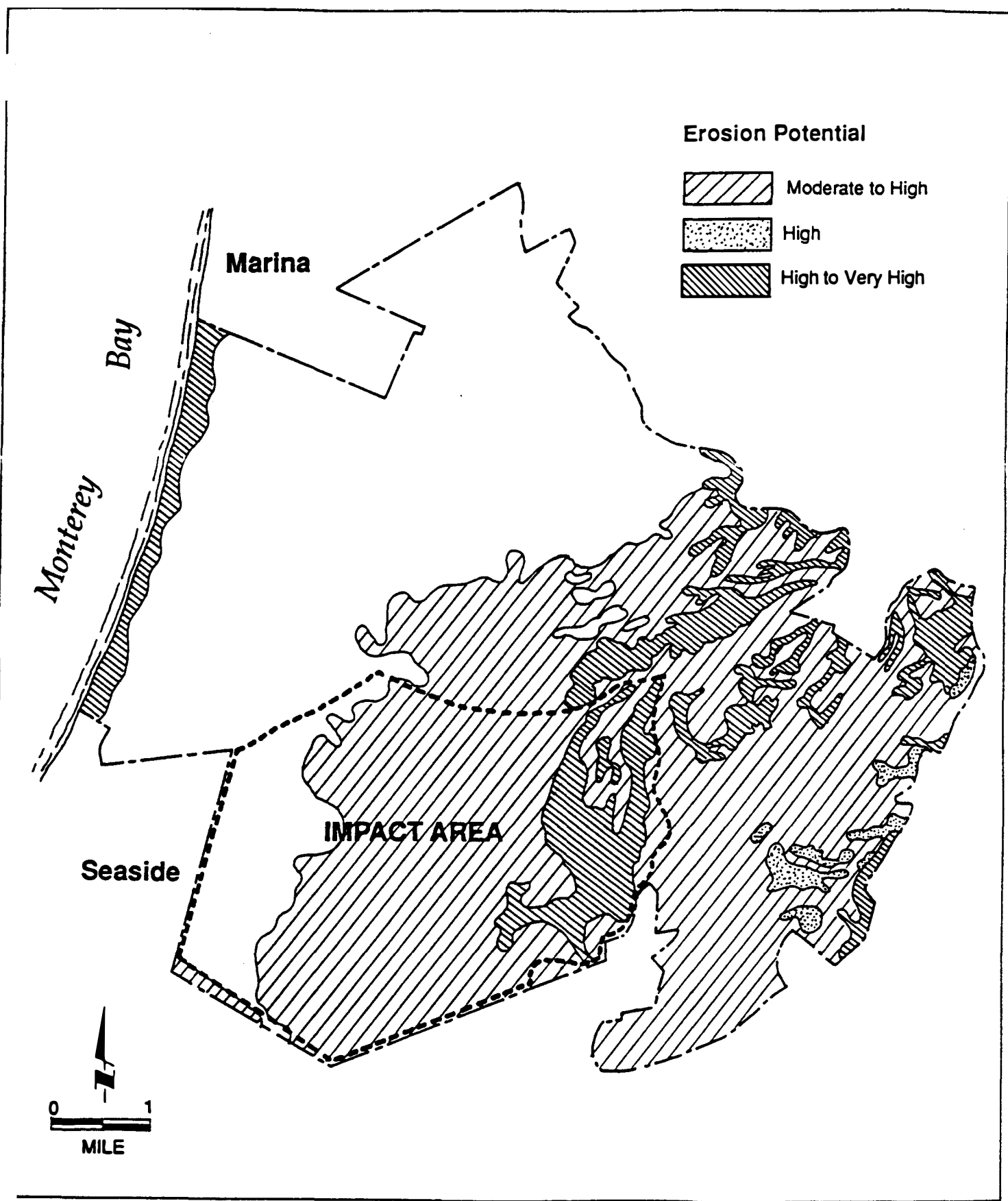
Sources: Defense Mapping Agency 1980; U.S. Soil Conservation Service 1978

Soils with Piping Potential at Fort Ord, California



Sources: Defense Mapping Agency 1980; U.S. Soil Conservation Service 1978

Erosion Potential of Soils at Fort Ord, California



Sources: Defense Mapping Agency 1980; U.S. Soil Conservation Service 1978

FIGURE 28

. Generalized Ratings of Soil Series
for Wildlife Habitat at Fort Ord

Series	Potential for Wildlife Habitat			
	Open Land	Woodland	Wetland	Rangeland
Coastal Beaches	NR	NR	NR	NR
Dune Land	NR	NR	NR	NR
Oceano	Fair	NR	Very poor	Fair
Baywood	Poor	NR	Very poor	Fair
Arnold	Poor to fair	NR	Very poor	Fair
Antioch	Fair	NR	Very poor *	Good
Santa Ynez	Poor	NR	Very poor	Fair
Xerorthents	Poor	NR	Very poor	Fair
Diablo	Poor	NR	Very poor	Poor

Notes: NR = soil was not rated.
 Good = habitat is easily created, improved, or maintained.
 Fair = habitat can be created, improved, or maintained.
 Poor = severe limitations to habitat maintenance.
 Very poor = very severe limitations to habitat maintenance.

* Although the SCS rated this series to have overall very severe limitations to habitat maintenance for wetlands, field observations indicate that wetlands occur in the Antioch soil series on Fort Ord.

Source: U.S. Soil Conservation Service 1978 (see Appendix B).

**Generalized Ratings of Soil Series
for Recreational Development at Fort Ord**

Series	Limitations to Development			
	Camp Areas	Picnic Areas	Playgrounds	Paths and Trails
Coastal Beaches	NR	NR	NR	NR
Dune Land	NR	NR	NR	NR
Oceano	Severe	Severe	Severe	Severe
Baywood	Severe	Severe	Severe	Severe
Arnold	Moderate to severe	Moderate to severe	Severe	Moderate to severe
Antioch	Severe	Slight	Severe	Slight
Santa Ynez	Moderate to severe	Moderate to severe	Severe	Moderate
Xerorthents	Severe	Severe	Severe	Severe
Diablo	Severe	Severe	Severe	Severe

Notes: NR = soil was not rated.

Slight = soil properties generally favorable; limitations minor.

Moderate = limitations overcome by planning, design, or special maintenance.

Severe = soil properties unfavorable; limitations overcome by costly reclamation or maintenance.

Source: U.S. Soil Conservation Service 1978 (see Appendix B).

APPENDIX B-5

B-5

SUMMARY OF OTHER PHYSICAL ATTRIBUTES BASELINE STUDY

Introduction

This Baseline Study is extensive and covers nine main topic areas as follows:

- ~ Public Services and Utilities
- ~ Traffic and Transportation Conditions
- ~ Environmental Noise
- ~ Climate and Topology
- ~ Seismic and Geologic Conditions
- ~ Hydrology, Drainage and Water Quality
- ~ Hazardous Materials Documentation
- ~ Visual Resources
- ~ Coastal Resources

As described below, many of the topic areas are covered in other sections of the Strategy.

Public Services and Utilities

This section of the study covers water supply, wastewater, landfills, schools, law enforcement, fire protection, recreation, medical services, energy and utilities. The underlined topics are covered in some detail in other sections of the Strategy and will not be summarized here.

Recreation facilities at Ft. Ord are briefly outlined. Those facilities not retained within the military enclave include:

- ~ One permanent theater built in 1950 and one wooden theater built in the 1940s. Both are in use as theaters.
- ~ Two gymnasiums. One built in 1988 and the other a World War II facility.
- ~ An indoor swimming pool, fifty yards long with 10 lanes next to the WWII gym.
- ~ The Stilwell Hall community center along the beachfront built in 1943.
- ~ An Army Travel Camp near East Garrison with recreation areas and trailer hookups.
- ~ A stable located near the Post Stockade.

Traffic and Transportation Conditions

The major portions of this section of the study are contained in the Transportation report of the Utility/Infrastructure Advisory Group at Annex D.

The configuration of the five gates to Ft. Ord will be important to traffic analysis after the installation becomes an "open post" with free access to civilian use. Gate configurations are shown and described in the study.

A traffic engineering study of Ft. Ord was conducted in 1986. Main deficiencies noted were insufficient capacity on several major on-post roads and overall street patterns which inhibit free circulation. The study outlines projects which would improve flow. None of these projects have been completed due to lack of funds.

Environmental Noise

This section of the study covers terminology, guidelines at federal, state and local levels, and existing noise conditions. There are five sources of noise that affect Ft. Ord and they are both on and off post as follows:

- Fritzsche Airfield
- Heavy weapons fire—around the perimeter and within the inland impact area and on the beach ranges
- Monterey Peninsula Airport
- Ground transportation sources both on and off post

Most noise complaints at Ft. Ord are due to heavy weapons firing (mortars) and from helicopter flights. As many as five or six complaints are received each month.

Noise impact zones are as shown on Figure 29. Zone II describes the 65 dB-L contour. Zone III describes the 70 dB-L contour. Although not stated in the study, the Army will no longer use the airfield or the impact areas.

Climate and Topography

The climatology section cites an annual average temperature of 55 degrees at Ft. Ord and that 90 percent of the precipitation occurs from November to April.

The topography of Ft. Ord resembles a dome. The central portion of the installation has the highest elevation. Elevation of the dunes along the four miles of beachfront is approximately 400 feet. The maximum elevation at the fort is about 950 feet.

Geology Figure 30

Seismicity Figure 31 and 32

Slope Figure 33

Hydrology, Drainage and Water Quality

See Annex D, Utility/Infrastructure Report

Hazardous Materials Documentation

See Annex H, Environmental Pollution Clean-up Report

Visual Resources

The study describes approach/methodology, the visual character of the region, visual resource policies of the region. Areas with visual sensitivity and scenic routes are as shown on Figure 30. Views from and within Ft. Ord are described to include photos. Visual sensitivity and scenic routes are as shown at Figure 34.

Coastal Resources

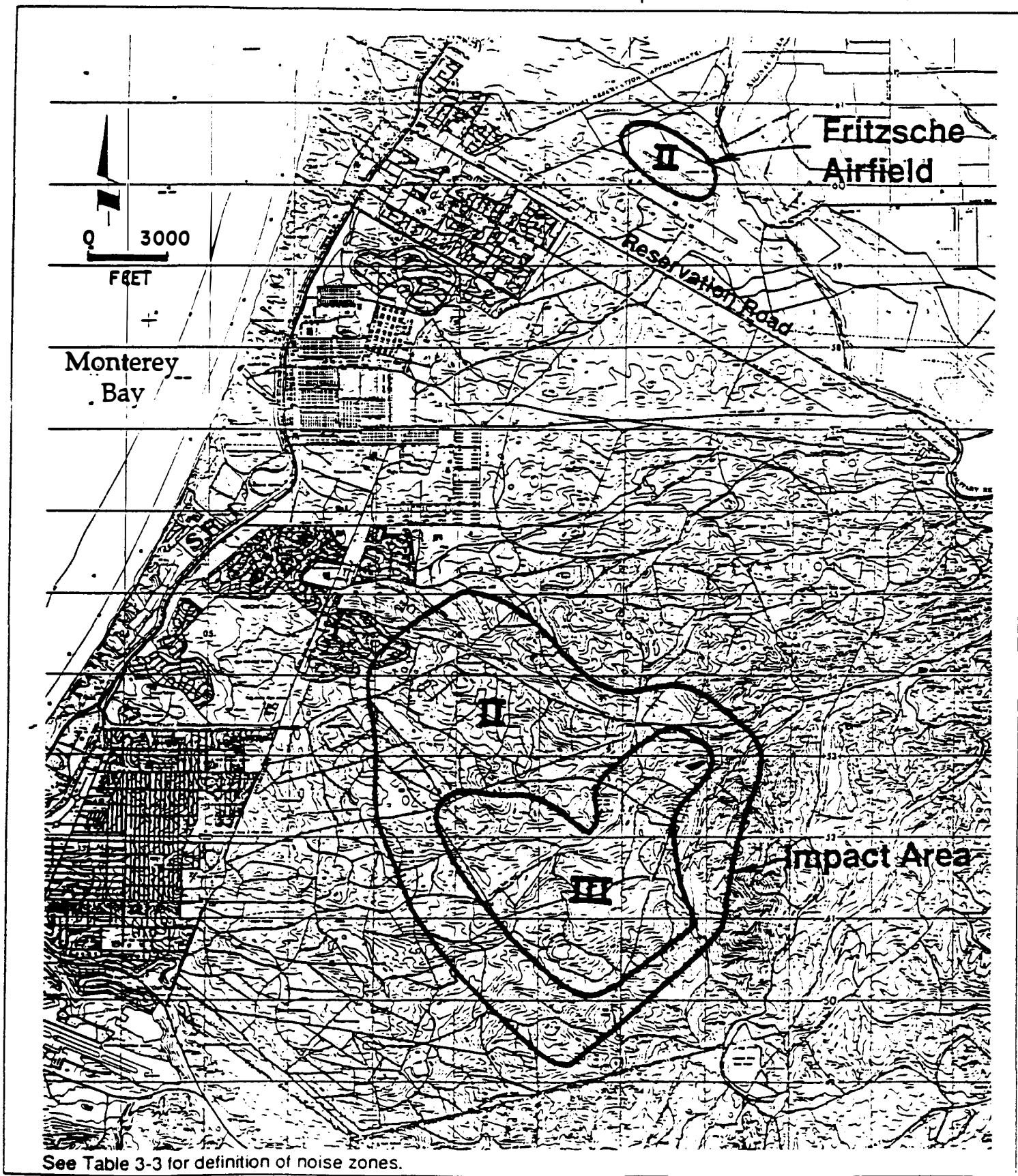
The study describes regulatory authorities to include:

- ~ The Federal Coastal Zone Management Act (CZMA) of 1972
- ~ California Coastal Act of 1976
- ~ The Monterey Bay National Marine Sanctuary (proposed)
- ~ California Coastal Commission

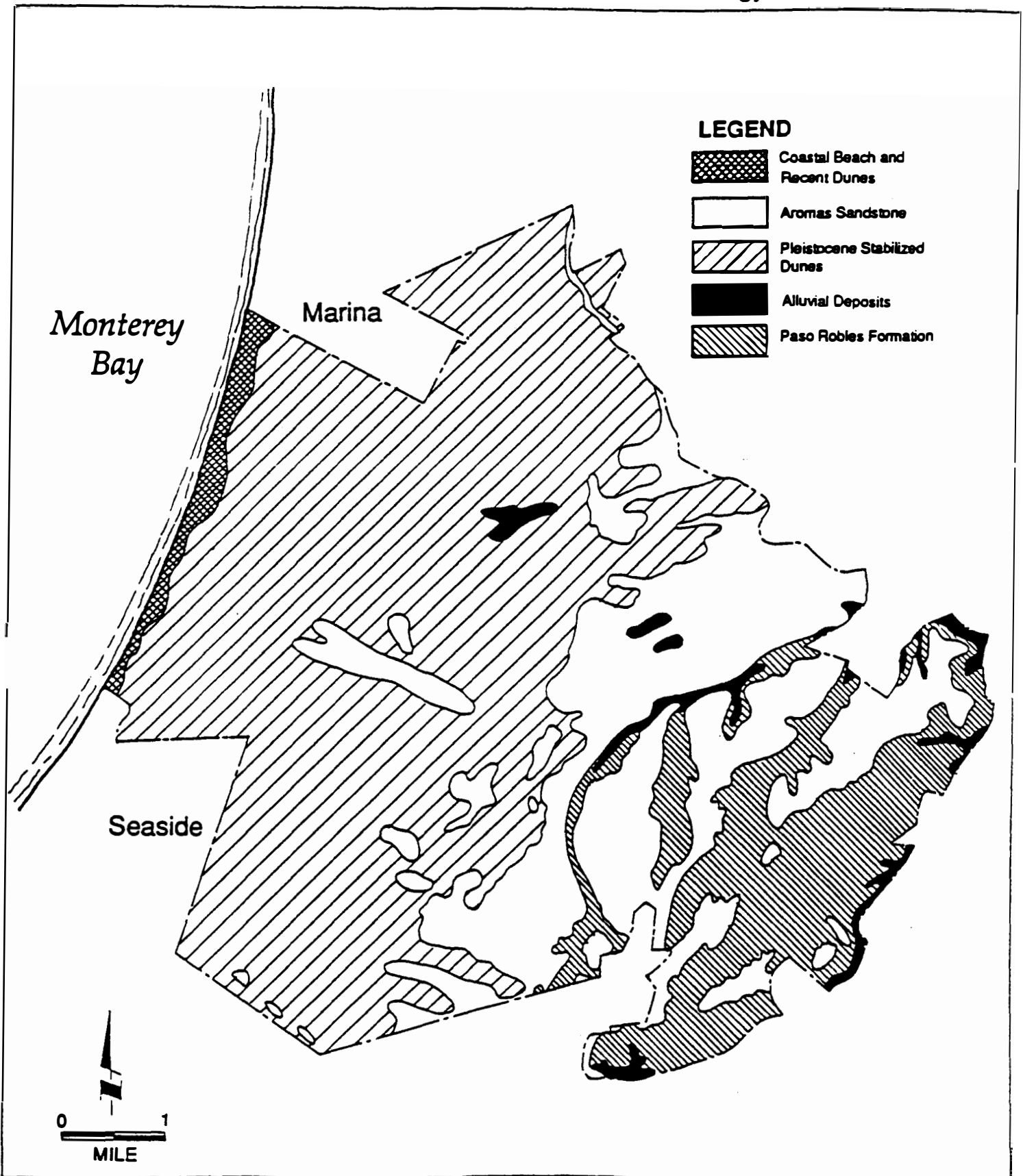
This section of the study concludes that a Local Coastal Program (LCP) is not in place for the Ft. Ord coastline and that, once the property is transferred from the Army, the County would be required to prepare an LCP.

Summary of Resources

A summary is provided of resources at Ft. Ord ranging from land to use water quality. Most maps and figures are contained elsewhere in the Baseline Studies.

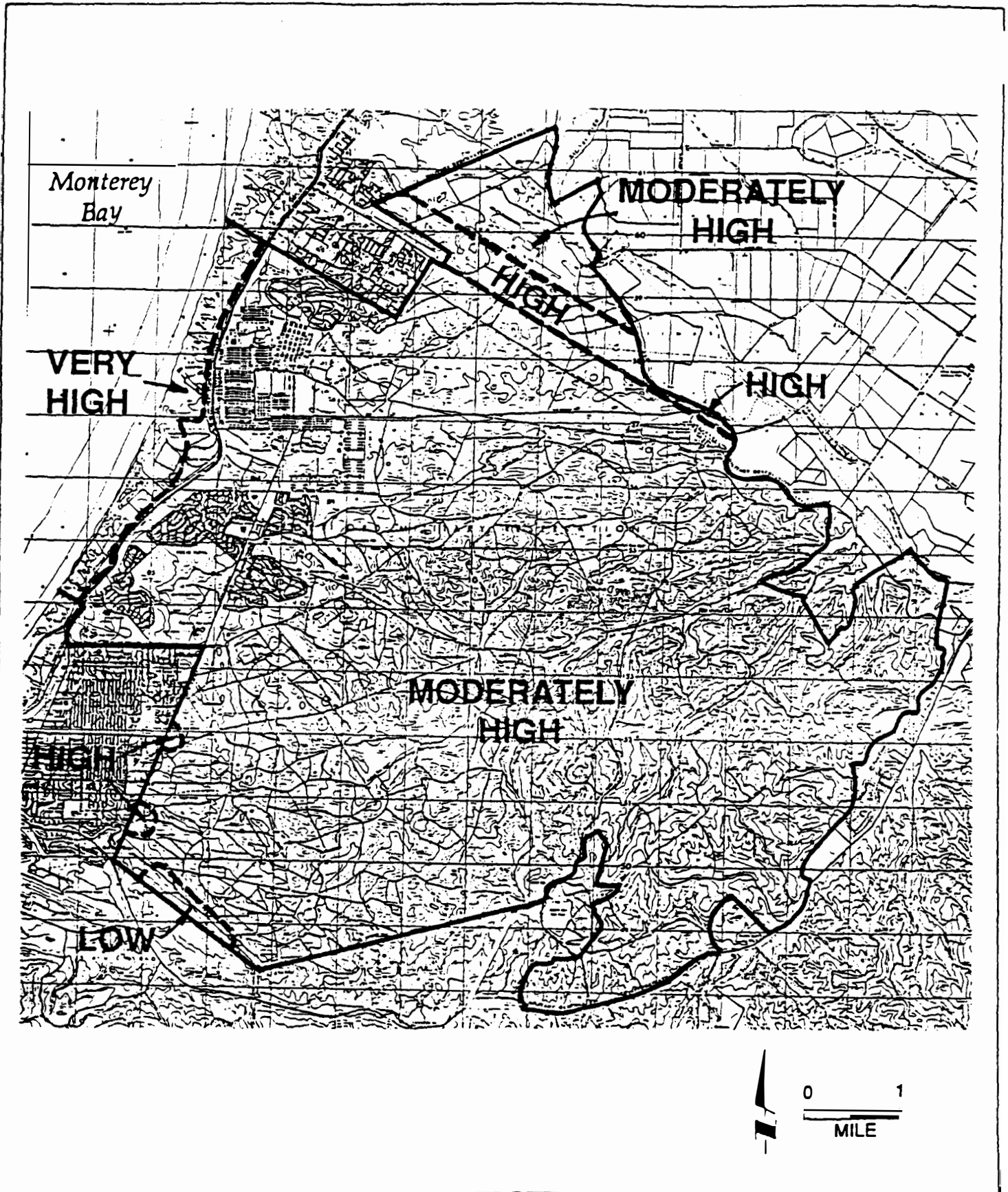


Source: Muir Planning Corporation 1987



Source: Defense Mapping Agency Hydrographic/Topographic Center 1980; Jenkins 1971

Ground Shaking Potential of Fort Ord, California

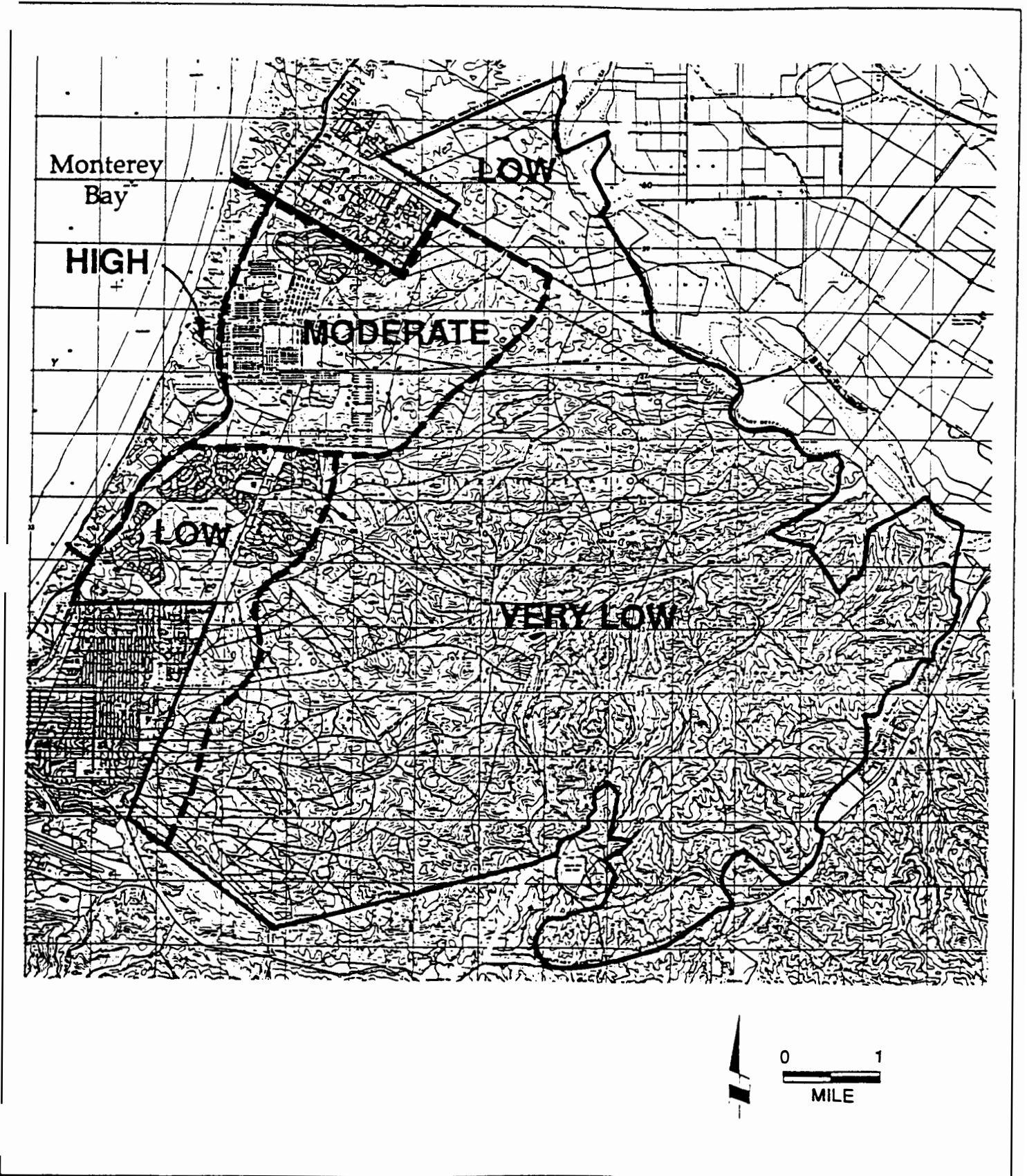


Source: Burkland and Associates 1975

B-5-6

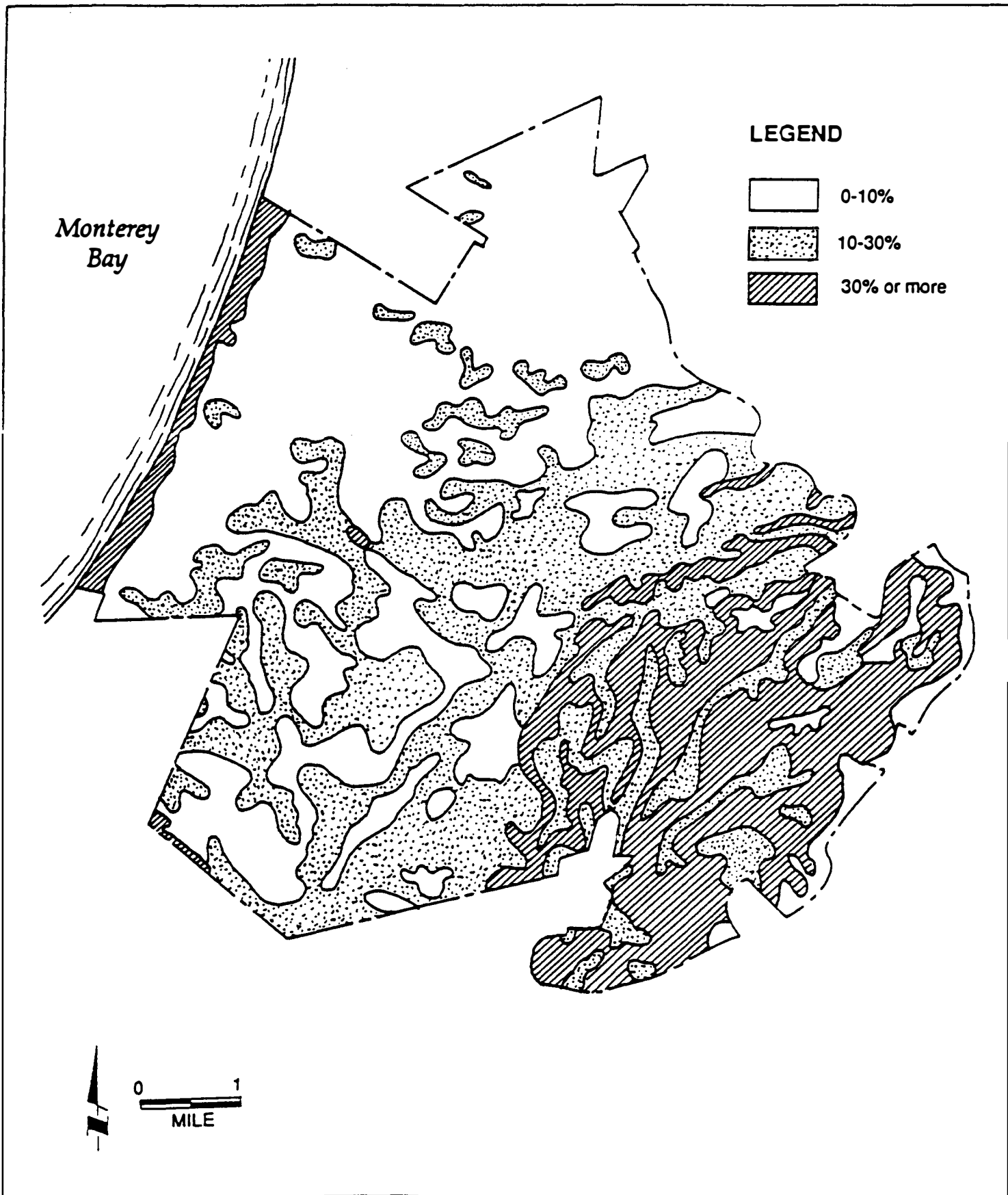
FIGURE 31

Liquefaction Potential of Fort Ord, California



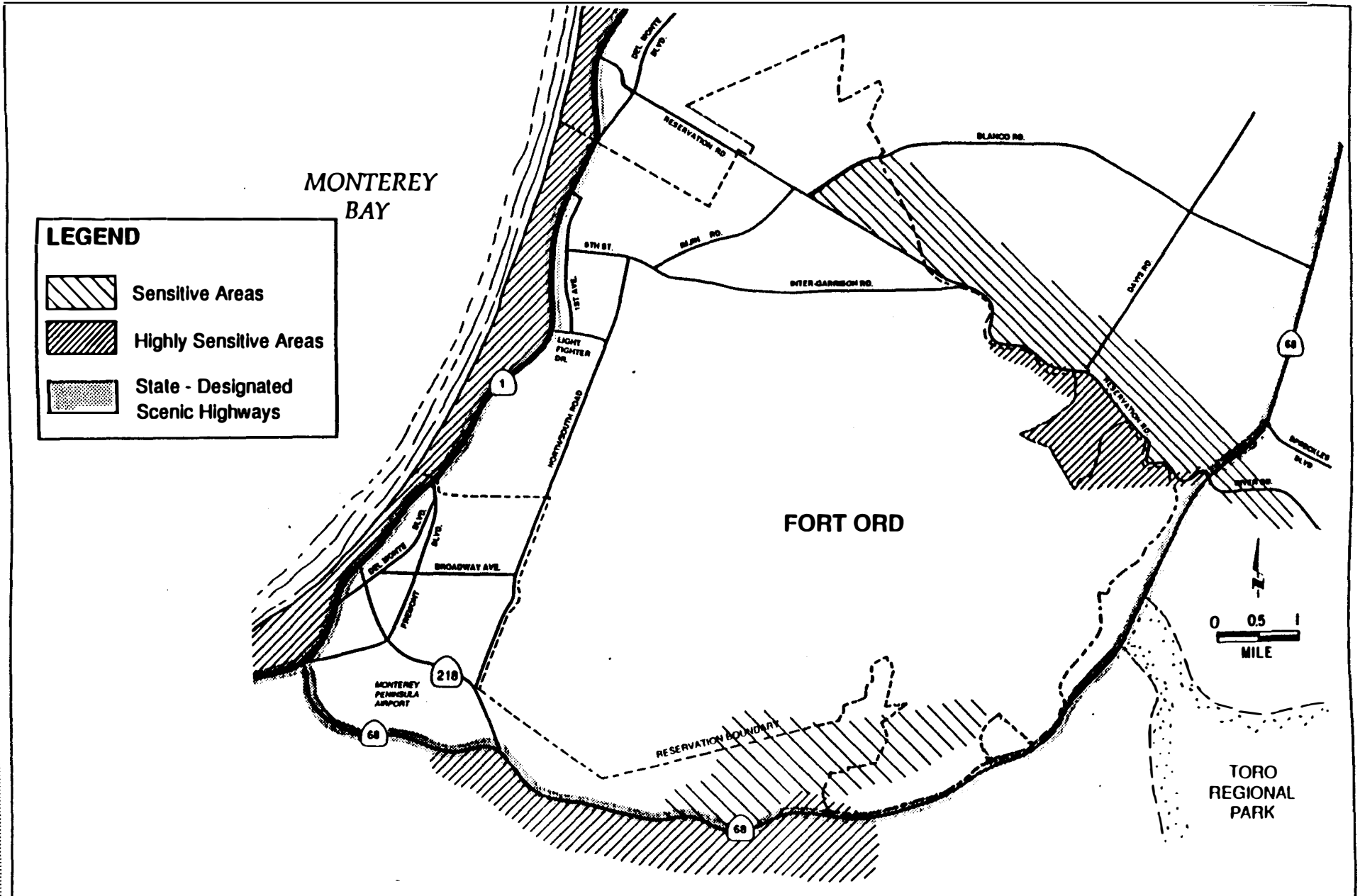
Source: Dupre 1990; Burkland and Associates 1975

FIGURE 32



Source: Burkland and Associates 1974

Visual Sensitivity and Scenic Routes as Designated
in the 1984 Greater Monterey Peninsula Planning Area Plan



B-5-9

FIGURE 34

APPENDIX B-6

B-6

Fort Ord Task Force Land Use Committee

Suggested Land Uses by Category

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Fort Ord Land - Suggested Uses by Category

Airport

- Airport - International or other
- Airfield to California Division of Forestry
- Regional airport
- Fritzsche Field as an air freight transportation center
- Airfield for agricultural shipping
- Relocate Monterey Peninsula Airport to Ft. Ord

Cultural

- Cultural Center (i.e. Epcot)
- Monterey Bay Center for the Arts
- Theme Park
- Construct a conference center
- Performing Arts Center
- Memorial to Korean War veterans
- Peace Park
- Space for studio and living for practicing artists
- Summer arts program site (Cal Poly)
- Center for the Arts

Educational

- Scientific Center - NOAA and university or college for advanced degree
- Marine environment center in relation to bay and other ocean facilities located here
- Professional military academy
- Federal trade school
- Four year college
- Relocate Presidio as a four year college
- Utilize a portion for law enforcement training and for California Conservation Corps facility
- California State University
- Defense research center
- Set aside 700 acres for San Jose State use
- School of Environmental Engineering
- Youth Corps demonstration program
- Need for a four year California State University
- Need for a four year satellite campus
- Boys Town or military school
- Federal law enforcement training facility
- Regional education and training center (i.e. criminal justice and fire fighting)
- San Jose State University request for property and buildings
- Space for Monterey Institute of International Studies
- Interest by Life Chiropractic College West campus
- Request by U.S. Department of Education
- Build a college/vocational school
- York School proposes to acquire 800 acres for expansion

Housing

- Provide low income and senior housing
- Youth villages - children from disadvantaged homes
- Retirement community
- Low income housing
- Housing for battered women, children and homeless men
- Some affordable housing
- Housing for low income and handicapped
- Set aside property for homeless or low income housing
- Provide property for villages for retired military personnel (including care facilities)
- Sell to veterans to provide all categories of housing including hotel and apartments
- Build a dream for the future using environmentally sound building products
- Use part of property as a farm labor camp

Industry

- Light industry along North/South Road between Coe and Canyon Del Rey
- Industrial Park
- Industrial Park to carry out scientific research and development
- Lease to private institutes of technology to carry on advanced scientific research

Medical

- Retain the hospital to serve active military and retired personnel
- 20,000 sq. ft. for the study of alternative healing arts
- Operation of hospital by the Hospitaller Brothers of St. John of God
- Get a university to operate the hospital as a teaching hospital with a contract with the Veterans Administration.
- Space for a medical university hospital (emphasis on aging)

Parks, Recreation, Wildlife and Open Space

- Preserve coastal land
- Open golf courses to public
- Park and recreation for the coastlands
- Turn golf courses over to the Navy
- Retain range area for wilderness
- Acquire beach front property
- Set aside appropriate property for parks and natural areas
- Set aside beach as a National Trust
- Retain extensive amounts of wilderness area for running, hiking, and biking
- Turn over to cities and county as park and golf course
- Protect the coastal lands
- Lands between Highway 1 and Bay be set aside in public

trust

- Preserve historical landmarks on post
- Golf courses recommended for Monterey Peninsula Rotary Fund operation
- Recreation and amusement facilities for the youth
- Olympic Training center
- Lease golf courses to private enterprise
- Portion of land should be set aside for recreational purposes including a recreational vehicle park
- Provide a "ring park" around the perimeter with bicycle, hiking and horseback trail. Open space highest priority
- Amusement park, petting zoo, ferris wheels, etc.
- Family fun center and stage
- Track for running and cars
- Safari zoo
- Provide space for German shorthaired pointer club
- Request to take over the stables and related property (CHAPS)
- Request for and equestrian center, with clinic, boarding, riding academy, show arena, etc.
- Federal government should retain the two golf courses
- Golf Hall of Fame
- Develop an off-road vehicle center
- Develop a Peace Park
- Consider a Central Coast Shooting Center
- Consider an Arts Colony (Music and Bach Festival)
- Need for recreation resort park
- YMCA interest in child development center, youth center
- Enlisted Men's Service Club and other such facilities
- Expand Laguna Seca Park area
- Beach property should be given to the State for recreation use

Other

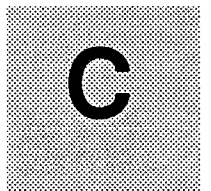
- Retain commissary and post exchange for military and retired personnel use
- "Mothball" barracks and shops
- Relocate Monterey County Fairgrounds to Ft. Ord
- Federal or State prison
- Agriculturally oriented city
- Base should remain under military control
- Minor offense jail
- Move DLI, Naval Postgraduate School and NOAA to Ft. Ord
- Ft. Ord radio station
- Veteran Administration facilities
- National cemetery on Bay front property
- Return some land to the Ohlone Indian people
- Develop a National Service Program to assist in the cleanup program
- Provide for urban inmate work crew
- Facilities to house Federal offenders (Federal Bureau of Prisons)
- Set aside property for low impact agriculture where prime land is not needed (bulb ranch, etc.)
- Use stockade for county jail

- Include alternate transportation modes

(Other, cont.)

- Provide for commuter rail between the Peninsula and San Francisco
- Request for Chapels (lease or buy)
- Establish a "Pacific Rim Transnational Community"
- Interest in acquiring one of the church buildings and/or sites
- Make this area an example of environmental planning and execution
- Space for regional training site for fire fighters
- Expand the U.S. Post Office
- Develop a "Town of Ft. Ord". Do not divide.
- Preserve historical landmarks on post (i.e. Stilwell Hall)
- Use for jails for those convicted of minor offenses
- Establish a Veterans Memorial
- Use portion of Ft. Ord as county run jail extension with expanded furlough program
- Retain ownership of property and lease
- Space for non-profit foundations (non-profit institutions to provide support for inventors)
- Turn property over to a corporation owned by all the people and developed into an integrated community with balanced industry, business, housing, schools and park lease land only (must be put to use or lose lease)
- The land sale to the Army may be void

ANNEX C ECONOMIC DEVELOPMENT



Economic Development Advisory Group

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Economic Development Advisory Group

**Report To the Fort Ord Task Force
April 15, 1992**

EXECUTIVE SUMMARY

The Economic Development Advisory Group of the Ft. Ord Task Force researched numerous potential development proposals for Ft. Ord reuse, including a review of over 8,000 types of businesses by Standard Industrial Classification Code. The research was narrowed to 21 economic development opportunities which were further studied to determine their feasibility and appropriateness.

The Group views the downsizing of Ft. Ord as a once-in-a-lifetime opportunity presented to our community to reclaim this land and use it to enhance the quality of life in the region. The Group's recommendations stress the value of education and quality jobs in an improved county economic environment.

Critical to the implementation of a strategy for the economic and related reuse of Ft. Ord, a legal redevelopment authority, or some other appropriate public body representing the region, should be created as soon as possible with the necessary powers to officially handle such issues as: negotiations for and acquisitions of Ft. Ord land and facilities, detailed land use planning, subdivision developments and a myriad of other legal and intergovernmental and procedural matters that will require timely resolution.

A university research/business park is tied to a higher education complex which produces today's companies' most highly valued resource--ideas. The higher education, research technology transfer function in the creation of jobs is a key ingredient in the Group's approach. The Group is also recommending that in the future, economic development be coordinated in a strong relationship to the Marine environment.

Other recommendations include support for existing local industries, including an Agriculture Park and support for the local tourism industry in the form of an Educational Conference Center and a Cultural Arts Center.

This document provides background information, analysis and recommendations of the Economic Development Advisory Group, pertaining to the downsizing and reuse of Ft. Ord.

The Advisory Group is one of seven committees

organized to study the impacts of the partial closure at Ft. Ord; research existing conditions; and recommend reuse options to the Ft. Ord Task Force. To accomplish this task, the Advisory Group of 58 members formed a 27 member Steering Committee to study various economic development alternatives and represented areas of expertise in insurance, banking, retail, utilities, real estate, labor, construction, hospitality, agriculture and business in addition to representation from legal, economic, education and accounting professions. Finally, it represents City and County government, Ft. Ord officials and business associations.

A report with recommendations was prepared by the Steering Committee and submitted to the Economic Development Advisory Group for review and approval. Summaries of Findings of these reports are included in the Strategy Report section which follows this executive summary. Additional information is provided in the Appendix.

To begin the study, the Advisory Group established a set of premises and policies which served as a basic guideline in developing recommendations for an economic reuse strategy.

Premises

The relocation of the 7th Infantry Division (L) and its support forces, involving approximately 14,000 military personnel and 17,000 family members, will result in a decrease of 31,000 persons in Monterey County's total population of 360,000. This portends substantial economic dislocation for the region, unless a strategy and comprehensive plan are developed.

The Advisory Group formulated the following premises:

- A once-in-a-lifetime opportunity is presented to reclaim this land and use it to enhance the quality of life in the region.
- A master plan is the only sensible way for proceeding toward a coherent development strategy in the best interests of the region. The concept of unity of purpose achieves the optimum benefit of economic recovery and an enhanced quality of life.
- Any military reuse of Ft. Ord land and facilities must be in a specific enclave, to include support for other off base military installations/operations, following the move of the 7th Division and its support forces. This issue is of prime importance to the preparation of an economic development strategy. The strategy must be described in light of available

land facilities, their location, present configuration, timing of availability, and under what financial and other conditions they can be acquired.

- An economic reuse strategy for Ft. Ord land and facilities also depends substantially upon their availability from a toxic clearance standpoint. The Advisory Group urges that those areas which now can be determined as toxic free be classified as such in order to facilitate an economic reuse strategy. It is also urged that those areas considered toxic be cleared as expeditiously as possible. Economic strategy and ensuing detailed planning necessitate the availability of land and facilities in a reasonable time period.

SUMMARY OF INFORMATION AND DATA

After narrowing the field of investigation to 21 potential Standard Industrial Codes (SIC) and to the prime concepts submitted from the community, the Steering Committee investigated each potential concept to determine the likelihood of success in the Monterey region. The main elements of data are as described in the recommendations. The economic impact data are summarized below and are augmented by a more complete analysis excerpted from a Consultant impact study which is at Annex J.

IMPACTS IDENTIFIED

Economic Development activities within a community are both reactive and proactive in nature.

Never before has Monterey County faced this magnitude of sudden and severe socioeconomic repercussions. Thus, the first stage impacts had to be measured and strategies developed that could quickly mitigate the negative impacts of the downsizing. The Economic Development Advisory Group considered a large number of proposed projects while the community remained in a reactive frame of mind. These were global in nature to help the community focus on the larger issues at hand. By the time the economic downturn begins, the base reuse planning process will be well under way. At that point, the proactive efforts to develop new uses can start.

Before the planning process can develop effective alternatives, the negative impacts have to be measured as accurately as possible. Even though the Army intends to retain a 1,300 acre enclave, the loss of the Seventh Infantry Division to Tacoma will cause severe economic dislocation impacts. More than 31,000 military and family members will move out of the community during the short period between early 1993 and 1994. A total of 8,445

housing units will be vacated as a direct result of the move, 4,773 units on-post and 3,672 off-post and spread throughout the community.

The total annual income loss is estimated at \$188.7 million in terms of net cash payroll to active military and civilian employees working at Ft. Ord. Total local purchases of goods and services by the Army for FY91 were estimated at \$55.8 million. These will also be lost. Direct impacts are not the only relevant measurement. When the downsizing's indirect or induced impacts are added, the "total output" negative impact is \$526.5 million. This includes \$432.3 million in income impacts (direct and indirect), and \$94.2 million in nonincome impacts (sales of goods and services).

In addition to the 14,300 active military moving to Ft. Lewis, another 6,349 jobs will be lost, 3,473 private sector positions, 300 teachers working for the Monterey Peninsula Unified School District, 300 school support staff and 2,276 Ft. Ord civilian employees.

OPPORTUNITIES AND CONSTRAINTS IDENTIFIED

Opportunities

While a wide range of opportunities were explored, the primary areas of focus were:

- Environmentally Compatible Industries
- Regional Research Complex
- Destination Resort/Conference Center/Olympic Training Site
- Cultural and Performing Arts Center
- Transportation/Infrastructure

Central to the analysis and recommendations made by the Economic Development Advisory Group is the conviction that a consortium of education and research institutions must be the centerpiece for any redevelopment at Ft. Ord. Clearly an educational complex must be the economic driver in order to develop maximum leverage for all other reuse options. Further information in support of these recommendations is provided in the Summary of Findings that follows.

Constraints

1. Reuse strategies and plans will be blocked until the toxic pollution issue has been addressed and solved. Substantial pollution cleanup requirements located throughout the base have qualified the base for listing as a Superfund site. These require time and funding to complete.

2. A possible diminishing of fresh water resources exists as a result of long-term seawater intrusion of the nearby groundwater aquifers. For instance, the Executive Summary of the U.S. Army Corps of Engineers' Study, "Long Range Water Supply Development for Ft. Ord, California" (February, 1986) states the following:

"At the expected future rate of groundwater extraction, it is believed that the new well field east of Fritzsche Airfield will be impacted with seawater intrusion significantly sooner than estimated in recent geohydrologic studies."

If any of the recommended projects listed below are to be implemented, adequate fresh water resources must be maintained.

3. Inadequate infrastructure, much of which was perfectly suitable for military base uses, might now impede development of other higher or better private enterprise or higher education uses.
4. Retention of a military enclave. The name Ft. Ord Military Reservation will be retired at the end of 1994. Thereafter, the Army's remaining enclave area will be known as the Presidio of Monterey Annex. The Army will downsize its use of the base from the existing 28,000 acres to one contiguous enclave of 1,300 acres, which includes 1,590 housing units for families associated with the Naval Postgraduate School (NPS) and the Defense Language Institute (DLI). Another 500 DLI students will be housed in dormitories there adjacent to newly expanded language training facilities. The pace of any reuse strategy, due to the Army's retention of an enclave area, was severely impacted.

CONCEPTS EVALUATED

In addition to the conceptual opportunities noted above, the Land Use Advisory Committee collected, sorted and distributed approximately 135 concepts to the six other Advisory Groups. Members of the Economic Development Advisory Group attempted to analyze each to determine the potential economic impacts and its compatibility with the community's existing development patterns. Thus, our task was to evaluate, to some degree, all the possible concepts rather than start with a few major areas that appeared to offer the best prospects.

The primary task of the Advisory Group was to research, analyze and evaluate alternative proposals for

the economic development of Ft. Ord. In general, the Advisory Group worked under the premise that successful reuse of Ft. Ord should provide for the optimum economic benefit for the Monterey region; that the highest reuse priorities should be those which have the largest net positive impact on the economic health of the region; and that the region's high quality of life is enhanced in the process.

In order to effectively evaluate the wide array of proposals, a set of criteria was used with which to test the various reuse alternatives. These follow:

Criteria

- ~ Exploit unique advantages first. If an activity can only locate in the region if it uses the Ft. Ord site, then it should receive careful consideration. There is little to be gained by filling the site with uses which could have located elsewhere in the region had Ft. Ord not been available.
- ~ Give preference to "basic" economic activities--activities which expand the region's economic base generating multiplier economic benefits.
- ~ Give preference to economic activities which offer employment opportunities closely matching the available labor pool.
- ~ Give preference to economic activities which will retrain laid-off and underemployed workers for higher-skilled employment.
- ~ Strive for net positive fiscal impacts on local governments.
- ~ Seek to attract businesses which are economically viable in the near term and have long term growth potential.
- ~ Discourage uses which would compete destructively with other activities already in the region.
- ~ Promote functional integration among uses on the site, and with uses in the region.
- ~ Seek a land use pattern which will reduce commute trips and otherwise promote efficiency in transportation.

COMPARISON OF ALTERNATIVES

All of the alternatives were evaluated by comparing:

- ~ Growth trends
- ~ Likelihood of success—opportunities and barriers
- ~ Advantages and disadvantages to the community

PRIORITIZATION OF ALTERNATIVES

With these alternatives as a foundation, the Advisory Group developed the following priorities:

- ~ Preserve the environmental quality of the region.
- ~ Promote the development of industries that are environmentally compatible with the region.
- ~ Promote opportunities to enhance the existing economic base.
- ~ Maintain and enhance the integrity of Monterey Bay. The Monterey Bay is the centerpiece which forms the economic and societal mosaic of the region. In one way or another it touches all who live in or visit the area, as well as countless others in the world through marine research and studies. It is a priceless asset and must be treated as such.
- ~ Promote economic diversification. The greatest insurance for a viable economic future lies in a balanced economy, which mitigates the vagaries of seasonality, business cycles and single industry dependence. Economic diversification will also contribute to the number and quality of jobs available locally.
- ~ Provide appropriate incentives. To encourage business development in the area, appropriate incentives should be considered. Economic development does not occur in a vacuum, but requires nurturing.
- ~ Provide rigorous economic impact analysis. Through the identification of costs vs. benefits, such analysis will help insure a positive net result to the region.
- ~ Promote the establishment of adequate infrastructure. Water quality and supply, sewer capacity, utilities, transportation (land, air,

rail, water), arterial access, air quality and toxic waste removal are all critical elements of that infrastructure and must be incorporated into the strategy and planning processes for Ft. Ord reuse.

- ~ Promote a strong jobs/housing balance. An expansion of the economic base, with its attendant growth in employment, can only be accommodated through an adequate supply of reasonable cost housing and human resources.
- ~ Promote recreational and cultural opportunities. A strong recreational and cultural offering should be part of the reuse strategy for economic and related development of Ft. Ord. This is essential to both maintaining the quality of life in a growing region, as well as for attracting promising future economic resources.

Based upon research, analyses and evaluations, the Economic Development Advisory Group submits the following recommendations.

RECOMMENDED AREAS OF FUTURE DEVELOPMENT

Education/Research Consortium
Telecommunications
International Trade
Scientific Instruments
High Technology Manufacturing
Marine & Environmental Research
Agriculture Center
Aquaculture
Defense Finance and Accounting Center
Educational Conference Center
Cultural Arts Center
Tourism Support
Improved Highway Access
Retirement Community

Recreation Vehicle Park

CONDITIONALLY RECOMMENDED AREAS OF STUDY

U.S. Olympic Training Facility

International Airport

Rail Access

NOT LIKELY

Corporate Headquarters

Finance and Insurance

Electronic R&D

Film Production Facilities

Light Industry/Assembly

NOT RECOMMENDED

10,000 Seat Amphitheater

Theme Park

FOLLOW-ON REQUIREMENTS

The Economic Development Advisory Group also recommends the following next steps:

1. Identify further analysis needed on the recommended reuse activities, including how the activities/uses will be evaluated or tested for feasibility.
2. Measure recommended reuse options in relation to the Sudden and Severe Economic Dislocation (SSED), housing and advisory group impact studies to evaluate the net economic effect of the reuse strategy.
3. Determine legislative and/or regulatory requirements needed to support the recommended activities, including tax incentives and intergovernmental cooperation.
4. Determine the planning, zoning, affordable housing and other land use issues to be addressed in support of the recommended activities.
5. Develop a marketing and communications strategy to attract the recommended activities, including a consensus on a region-wide vision and strategies.
6. Determine the infrastructure, capital improvements and other physical requirements needed to accommodate the recommended uses.
7. Determine property disposition requirements.
8. Measure costs to the County and cities for provision of police/fire/public works services.

ESTIMATED ECONOMIC IMPACT

Economic impact of the following recommendations in terms of number of jobs, payroll and revenue contribution to the local economy is provided below. The table provides direct impacts with build-out estimates short and long term.

	Acres	Jobs		Direct Payroll (\$M)	
		Short Term	Long Term	Short Term	Long Term
		3 yrs.	10 yrs.	3 yrs.	10 yrs.
1 Education/Reseach Consortium	2,000	500	3,000	\$15.0	\$200.0
2 Marine/Environmental Research Business Park	250		2,750		\$68.7
3 High Technology Business Park	300		6,600		\$99.0
4 Telecommunications	10	100	200	\$3.0	\$6.0
5 International Trade Center	5	100	100	\$4.0	\$4.0
6 Agricultural Center	320	100	4,300	\$2.0	\$84.0
7 Aquacultural Park	50	25	50	\$0.7	\$1.5
8 Defense Finance & Accounting	50	4000	4000	\$120.0	\$120.0
9 Educational Conference Center	40	385	385	\$7.7	\$7.7
10 Cultural Arts Center	20	30	30	\$0.6	\$0.6
11 RV Park	25	28	28	\$0.6	\$0.6
12 Retirement Community	100	300	600	\$5.0	\$10.0
Total	3,170	5,568	22,043	\$158.6	\$602.1

C-11

STRATEGY REPORT

RECOMMENDATIONS

MULTI-INSTITUTIONAL EDUCATION AND ENVIRONMENTAL SCIENCE AND TECHNOLOGY RESEARCH COMPLEX

Background

The Monterey Bay region has grown to be one of the largest centers of environmental sciences and technology in the nation. In addition, over the years a variety of educational institutions have been established in the region. Currently there are 12 environmental institutions operating within the Monterey Bay region:

- University of California at Santa Cruz (UCSC)
- Moss Landing Marine Laboratory (MLML, part of the CSU system)
- Hopkins Marine Station (part of Stanford)
- California Fish and Game (CF&G)
- Monterey Bay Aquarium
- Monterey Bay Aquarium Research Institute (MBARI)
- NOAA Center for Ocean Analysis and Prediction (COAP)
- NOAA Ocean Applications Branch (OAB, part of NOS)
- NOAA Pacific Fisheries Environmental Group (PFEG part of NMFS)
- Naval Postgraduate School (NPS)
- Naval Oceanographic and Atmospheric Research Laboratory (FNOC)
- Cooperative Institute for Research in the Integrated Ocean Sciences (CIRIOS, a NOAA-NPS collaboration)

There are also four other important educational institutions, not related to environmental science, located in the area:

- Monterey Institute of International Studies (MIIS)
- Defense Language Institute (DLI)
- Monterey Peninsula College (MPC)
- Monterey College of Law

In addition to the institutions listed above, both San Jose State University and U.C. @ Santa Cruz have expressed interest in establishing a campus on the Ft. Ord site which could eventually have an enrollment of 25,000 FTE students.

The designation of the Monterey Bay and its environs as a marine sanctuary firmly establishes the region as a focal point for environmental study and related activities. Acknowledging this fact, many of the institutions listed above have existing plans, or are in the process of making plans, to expand their activities in

the Monterey Bay area during the next few years. The most significant actions being planned are the following:

- U.C. @ S.C. - Planning to expand the Institute of Marine Sciences. Possible new programs in Marine Vertebrate Biology, Continental Margin Tectonics, Ocean Processes and Paleoceanography, Nearshore Ecology, Coastal Processes and Hazards, Environmental Toxicology, Ocean Acoustics, Marine Biotechnology, and Marine Education are under consideration. Plans include new buildings and facilities.
- California Fish and Game - Considering the co-location of all staff already in the area at a new site and the addition of a significant number of new staff involved with oil spill prevention and response.
- Moss Landing Marine Lab - Planning to build a completely new facility at site in Moss Landing as replacement for facilities destroyed during the 1989 earthquake.
- Monterey Bay Aquarium Research Institute - Planning to expand staff threefold, build new buildings for the Institute and acquire a new ocean going vessel. Has acquired additional property in Moss Landing as a first step towards implementing new plans.
- Fleet Numerical Oceanography Center - In the process of adding a new administrative building and acquiring a CRAY YMP-16 supercomputer.
- Stanford University's Hopkins Marine Station - Planning to add new buildings at the Pacific Grove site.
- Monterey Bay Aquarium - Planning to add new display wing which will double the size of the aquarium.
- NOAA - In the process of establishing the Monterey Bay National Marine Sanctuary. Planning to relocate the National Weather Services Forecast office from Redwood City to Monterey. Considering the relocation of other NOAA activities to Monterey Bay.

In support of the Tourism Industry, a school of Hotel and Restaurant Management is recommended as part of the University complex.

From the foregoing it is evident that the core of a

complex for study, research and technology exists in the Monterey Bay region.

Growth Trends

It is projected that higher education in California will grow approximately 12 percent faster than the growth of employment in the state. Population growth continues (albeit somewhat slower during the current recession) and the demand for additional higher education facilities to accommodate a continuously growing need for a highly educated work force capable of competing in a global economy continues apace.

While we make the transition from the era of the Cold War to a less threatening world, emphasis is increasingly being placed on the environment. Environmental study, research and technology is gaining increased currency throughout the world, especially in those countries which have had no environmental standards or policies in the past. It is quite possible that the next growth industry we experience will center around the reconstitution of our global environment. If so, the Monterey Bay region could be perfectly positioned to be a major participant, if not, indeed, a leader.

Likelihood of Success

Whether combining educational and environmental science and technology research activities into a complex on Ft. Ord could be possible is largely dependent on the following factors:

- An organization assuming a leadership role
- Availability of space and facilities
- Cost
- Availability of funding
- Infrastructure/Resources
- Regional interest and support

The existence of the previously described educational and environmental institutions and their plans for expansion clearly evidence a growing interest in expanding their educational and research activities in the region.

The space and facilities afforded by the closing of Ft. Ord provide a unique opportunity to convert those assets into classrooms, laboratories, offices, living accommodations, etc. to support a complex of education, environmental science and technology research, as well as ancillary operations associated with these activities.

The opportunity for cost savings is obvious because

existing facilities could be utilized and much of the infrastructure required is currently in place. To the extent facilities are shared, even greater cost savings could be attained.

Although the acquisition costs, in the case of educational institutions, is minimal, funding for additional facilities, infrastructure improvements, etc. is problematic. This is a major issue and must be considered in determining the feasibility of such a project.

Infrastructure support is another area requiring further study. Sufficient capacity appears to be available in the case of utilities requirements, although roadways, highway access and rail lines may need enhancement. Water supply, of course, is a dominant issue. A campus of 25,000 FTE students, as presently envisioned by San Jose State University could create a major strain on existing water supplies. This issue, more than any other, will dictate the extent of development of the Ft. Ord site and will greatly influence the size and scope of any educational and research complex, if not the feasibility of such a complex.

Regional interest and support is critical to the viability of the complex. Currently there appears to be support for the concept. As the specifics of the project are developed, positives and negatives will become evident. It is important that the communities of the region are in agreement that the positives outweigh the negatives so that their full support would be forthcoming. Without strong community support it will be very difficult to attract the kind of institutions that could make such a complex a success.

Advantages and Disadvantages to the Community

The disadvantages associated with the establishment of the complex envisioned primarily center around the potential demands on water supplies, infrastructure and housing. A very large student population (25,000 FTE has been suggested) coupled with faculty and support staff (upwards of 3,000) might prove untenable in terms of support required. Size of population is also important in assessing the potential impact upon the surrounding communities, particularly as it relates to traffic flow, parking, overcrowding, etc. Clearly, careful consideration must be given to determining the optimum size for a multi-institutional educational and research complex.

The advantages to the Monterey Bay region of having

such a complex located at the Ft. Ord site are numerous. Increased employment opportunities and higher skill level jobs leading to upward mobility for the local work force are obvious benefits. The potential to attract peripheral businesses both scientific and nonscientific (i.e., service/support activities) is particularly attractive as this would provide additional employment opportunities for the indigenous labor pool. Further, the consumer base would increase. This would be of particular benefit to the local business community in mitigating the negative impact the closure of Ft. Ord will have on the local communities. Further, an important advantage associated with an educational/research complex is that it is environmentally benign. Indeed, the interest and involvement of the institutions envisioned for this complex would have the environment as their main theme.

Recommendation

The Economic Development Advisory Group strongly recommends that top priority be given to the establishment of a multi-institutional education/environmental science and research complex on Ft. Ord. The group also recommends that the size and scope of such a complex be in consonance with the resources available to support its activities and the quality of life extant within the Monterey Bay region.

MARINE AND ENVIRONMENTAL RESEARCH AND BUSINESS PARK

Background

Monterey Bay is one of the largest centers of environmental science and technology in the nation. There are over a thousand individuals working at the 13 environmental institutions in the Bay area.

Many of the institutions have existing plans, or are in the process of making plans, to expand their activities in the Monterey Bay area during the next few years.

Combining higher education and research with job creation is a key ingredient in the reuse planning for Ft. Ord. The research generated technologies and product ideas from a higher education consortium provide stimulus for development of industries which make use of these innovations for product development and manufacture

Growth Trends

Research in general has suffered from the recession and a shortage of industry and government funding. That,

however, is not considered to be a long lasting situation. As the decade proceeds, the need for investment in research will receive increased attention in both the public and private sector.

The environment on Monterey Bay, with our existing and varied research facilities, provides an opportunity to take advantage of an increase in research interest and funding.

Likelihood of Success - Opportunities and Barriers

The research activities reviewed cover substantially the entire spectrum of industrial, scientific, business and governmental activity in our society. Research is conducted for such diverse activities as agriculture, medicine, weather, defense industries and much more. The breadth in the types of activities for which research can be conducted probably constitute the greatest opportunity in expanding existing or creating new research facilities.

It generally requires significant support availability outside the research facility itself, as in the form of a university with research capability.

There are two significant challenges to creating a research facility at Ft. Ord.

1. The existence of a four year university with a strong research orientation appears to be the single most important element in attracting research facilities, according to the Research Facility Report. Thus, the development of such a university appears to be critical for the consideration of research as a viable use for the Ft. Ord property.
2. According to the Research Facility Report, the lack of a major airport on the Monterey Peninsula is a deterrent to attracting research facilities because research activities often involve a significant amount of travel.
3. Quality of life (available and affordable housing, good secondary schools, moderate cost of living, minimal commuting times, a safe environment, a pleasant climate, and access to recreational and cultural activities, colleges and universities);

Advantages and Disadvantages to the Community

Research facilities do not generate large revenues nor provide high-end salaries. They do, however, contribute to the prestige of the community, provide for an

environmentally compatible investment and can attract research-oriented businesses which can make a substantial economic contribution.

Research and applied technology activities employ a high proportion of technical personnel whose education and salary levels are above average. While typically not large employers, research functions tend to be environmentally neutral. As such, these businesses represent an attractive development opportunity to the community. Although they are not likely to have any significant direct effect on the local economy, the businesses which tend to develop as an outgrowth of the research conducted can contribute significantly.

The industry attitude, however, combined with environmental concerns, may make such considerations impractical.

Recommendations

The base for a beneficial and highly successful multifaceted research center at Ft. Ord already exists. Funding for such a facility and the desirability of it being connected to a four-year research-oriented university remain the principal obstacles to its creation.

A specific implementation plan for such a facility has been suggested in a report titled Monterey Bay Multi-Institutional Environmental Science and Technology Research Program, a "vision" statement from Assemblyman Sam Farr's Environmental Sciences Coordinating Committee. The report was prepared under the direction of William Schramm of NOAA's Center for Ocean Analysis and Prediction at the Naval Postgraduate School. Current estimates for a Marine/Environmental Research and Business Park include the long-term use of up to 250 acres which could create 2,750 jobs with an annual payroll of approximately \$68,750,000.

HIGH TECHNOLOGY BUSINESS PARK

Background

The businesses of high technology manufacturing encompass a broad range of activities, including scientific instruments and biotechnology. Potential applications of such technology similarly affect a number of different industries, such as software, pharmaceuticals and health care. These industries have grown significantly in recent years and are projected to grow at a faster rate than the economy as a whole. In order to attract research organizations of this type to Ft. Ord, a research-oriented university must exist here.

A scientifically oriented university as proposed by CSU and the University of California system which focuses on marine sciences, aquaculture, environmental sciences, agriculture and other related disciplines would develop theory in those areas. In turn, research firms in the nearby research park would turn theory into practical applications. Then, a local high technology manufacturing business would produce the instruments or other products to support industries in those related disciplines.

These industries employ a range of skills, including scientists, engineers, technicians, manufacturing workers and all the clerical skills normally required to support such operations. These skill levels would represent a higher average range of salaries and compensation than is currently typical in the industry base existing now.

Growth Trends

Growth among the various businesses in high-tech manufacturing is not uniform and subject to investment and recessionary influences. These businesses congregate in "industrial parks", which are today experiencing vacancy rates between 15 and 20 percent.

However, biotechnology research and development has experienced explosive growth in the 1980s. For example, a 1988 study anticipated a 44 percent growth in biotechnology employment in two years. California is the home of five of the ten largest biotech companies, and 30 percent of the nations 400 biotech firms.

Likelihood of Success

These businesses usually cluster around a university complex and feed off the research orientation of such institutions. Therefore, success in attracting these businesses is dependent, to a large degree, upon a suitable, research-oriented institution of higher learning being established at Ft. Ord, as well as improved economic conditions.

Advantages and Disadvantages to the Community

Development of clean industry which utilizes these high levels of skill will bring more jobs, at higher income levels, therefore more revenue into the community. Some of the jobs created will be filled by people impacted by the Ft. Ord closure, however, most of the highly specialized technical skills required will initially need to be brought into the area from elsewhere.

Recommendation

Pursuit of a research-oriented university, because of its importance in attracting high-tech manufacturing and assembly is essential. The time required to establish the university will allow time for general recovery of the economy, and in such an environment, these businesses should be attracted to Ft. Ord.

A high technology business park of 300 acres would provide approximately 6,600 full time jobs with an annual payroll of \$99,000,000.

TELECOMMUNICATIONS

This industry includes hundreds of firms which provide telephone and related services, international communications, satellite services, networks, data communications, and countless other like services. The industry employs professional managers, highly skilled technicians and others in a wide variety of skill levels.

Growth Trends

Telecommunications revenues have increased about five percent over the past two years, at the same time revenues from international services have grown at a much higher rate and are expected to continue at this level. In many respects, telecommunications is an emerging industry with new services evolving from the development of new technology and other services continue to be developed using existing technology. For example, the AT&T Language Line, a Monterey company established a few years ago, uses existing telephone networks to provide interpretation and translation services on a global basis.

Likelihood of Success - Opportunities and Barriers

With its relatively sparse population, the Monterey County area does not provide a large local customer base for the sale of products or services. However, many of the services provided by telecommunications companies do not require that customers be located nearby. Satellites and other links enable the provider of such services to locate almost anywhere. The only requirement would be a suitable workforce and appropriate space to locate the company's operations.

Advantages and Disadvantages to the Community

The industry is characterized as a clean industry with well-paid professional staff, managers, technicians, and others. Local support for such operations would be forthcoming. Once established, it is possible that such

firms could grow quite rapidly as their external markets expand.

Recommendations

In order to take advantage of the specific expertise available in the Monterey County area, certain types of telecommunications activities should be pursued. A prime example is the AT&T Language Line. The primary reason for its establishment in Monterey was the availability of language experts from the Monterey Institute of International Studies and the Defense Language Institute. Other areas of expertise also exist locally.

Firms which should warrant attention are those which provide data communications in the following areas: 1) International trade, particularly agriculture; and 2) Oceanographic activities. The Monterey area has long been noted for its expertise in these areas. There is no reason why it could not develop this expertise in the form of data communication centers for a wide array of distribution.

The estimates for 10 acres with job creation potential of approximately 200 jobs and an annual payroll of \$6,000,000 are included in the 150 acre University Research Park.

INTERNATIONAL TRADE RESOURCE CENTER

Background

The Central Coast needs, but does not currently have, a resource center that can provide a full spectrum of services necessary to exploit the potentially large international market for the products and services that the area is currently producing. San Francisco, Los Angeles and to a lesser degree Fresno, have such facilities and the resources that they offer to the industry in their areas are responsible for the creation of many thousands of jobs due to the generation of exports. The creation of an International Trade Resource Center at Ft. Ord would result in: a) the establishment of a World Trade Center type facility with a nucleus of experienced staff; b) an incubator facility which would attract to this area the infrastructure services needed but not currently located in this area; and c) the resources provided would make possible the generation of export trade volume which could bring thousands of new jobs to Monterey County and the Central Coast.

Growth Trends

Export Growth is at a rate that is more than double

domestic market growth, and it is predicted that within the next 10 years the greatest opportunities for economic expansion lie in the overseas markets. The kinds of products that are currently produced in the County or can be encouraged to locate in this area are the kinds which have significant export potential to meet the opportunities suggested.

Likelihood of Success - Opportunities and Barriers

Most of the resources required to provide the nucleus of an International Trade Resource Center are available in the area. The Monterey Bay International Trade Association (a nonprofit organization representing local companies with international trade activities) is looking to establish a center to service its members' needs and could combine its activities into this new proposed Trade Resource Center. This center would need to be funded to provide the state-of-the-art software and hardware technologies required to provide the intended services. The people and knowledge necessary to accomplish this task are available in the area. The substantial capabilities of such local institutions as the Monterey Institute of International Studies, would greatly enhance the effectiveness of the new Trade Resource Center and such ancillary service groups as Foreign Freight Forwarders, Customs House brokers, etc. would locate to this area.

Advantages and Disadvantages to the Community

The advantages would be many. New jobs would be created in the community to staff the Trade Center. Support organizations and companies that provide the services needed to export would locate in the area creating additional jobs. The services provided by the new Trade Resource Center would expand the exports of companies located in Monterey County thus creating many new jobs in these producing companies.

Recommendation

It is recommended that space be provided for the location of a modest International Trade Resource Center. Funding should be provided to equip the facility with the necessary communications, software and hardware, and hire a small central office staff. This investment would be quite small, the principal need being the availability of office and other operational space such as is available now at Ft. Ord.

Estimates and operational plans include the need for a Trade Resource Center and incubator space for freight and other trade facilitation service groups. Approximately

100 jobs would be created with a payroll of \$4,000,000 and five acres of space. This resource should be able to generate approximately \$100,000,000 of additional annual export volume for companies in the tricounty area representing agriculture, aquaculture, crafts, light industry, high technology, and miscellaneous industries in the area by the end of a three year period which in turn creating approximately 1,900 new jobs within those companies.

**AGRICULTURAL CENTER
INCLUDING FOOD PROCESSING AND DISTRIBUTION
WITH VALUE ADDED COMPONENT FOR EXPORTS**

Background

Monterey County's agribusiness industry with a gross output of \$1,397,598,940 in 1990 is a world leader in technological innovations. It continues to improve the high quality of local fresh vegetable products, increase worker productivity, allow shipment over longer distances without diminishing product freshness, meet the consumers ever-changing taste requirements and provide unique marketing programs which help increase the consumer's use of fresh as well as value-added vegetable products.

Growth Trends

Agricultural output in Monterey County continues to grow, and market efforts must expand into the export market to enhance income and profitability.

Likelihood of Success - Opportunities and Barriers

In order to support our agricultural sector it is necessary to provide state of the art processing and distribution facilities. This is particularly important for the value added component of the export market. Since the County's number one economic development priority is the preservation of agricultural land, vacant developable land at Ft. Ord presents a unique opportunity for agriculture facility development which will not use prime agricultural land. Potential barriers to success include water availability which is limited and transportation congestion problems related to heavy truck traffic.

Advantages and Disadvantages to the Community

A globally competitive state-of-the-art Agricultural Center at Ft. Ord will be an advantage to the region's Agricultural Industry by providing coolers, processing, distribution and packaging facilities. It would also include a long term plan for improved air transport of agricultural products to overseas markets.

Recommendation

The strategy should include a major agricultural center at Ft. Ord to encompass approximately 500 acres with a total long term buildout of approximately 5,000 jobs and \$100,000,000 in annual payroll.

AQUACULTURE RESEARCH AND BUSINESS

Background

The aquaculture industry involves raising fish and shellfish in the sea and in tanks on land. Many of the jobs parallel those of farming and ranching in standard agricultural practices.

Growth Trends

Diet- and nutrition-conscious Americans are eating more seafood. Annual consumption of fish products increased 24 percent in the 1980s to 16 pounds per person. Aquaculture—the farming of fish and plant products in ponds, tanks, raceways and coastal-water pens—provides an increasing share of the nation's fish and seafood supply.

Commercial farming of fish products was virtually unknown 30 years ago. Today aquaculture is a \$700 million industry, accounting for 13 percent of total U.S. fish and seafood production. Aquaculture represents the fastest growing agriculture market in the U.S., creating new jobs while contributing to dietary health.

California aquaculture is a \$20 million industry, an encouraging figure considering that few farming operations are more than 10 years old. Sales are concentrated in both retail and restaurant markets. California's fish farms doubled product output in the 1980s and are expected to double output again in the 1990s.

Over 10 species of fish, shellfish and plant life are farmed here, with oysters, catfish and trout representing the bulk of the product. California is also the exclusive domestic supplier of abalone to the rest of the nation.

Likelihood of Success - Opportunities and Barriers

The Central Coast already has a number of these businesses, some of which may expand and consolidate their activities at Ft. Ord. The opportunity to locate production operations adjacent to research facilities provides an incentive for businesses which rely on innovative techniques to improve productivity and profitability. This is particularly true of biotechnology

research which is in its infancy but has the potential to spawn significant numbers of new small businesses.

The extraordinary confluence of interrelated activities may provide the impetus for the development of commercial firms using techniques developed by research oriented institutions. Examples are aquaculture, mapping, monitoring and measuring equipment for naturally occurring events and micro biological applications in pharmaceuticals.

Advantages and Disadvantages to the Community

The designation of Monterey Bay as a Natural Sanctuary will provide positive guidelines for preserving the quality of the Bay and enabling its use for commercial purposes. The disadvantage is that many firms will start small and grow slowly providing less immediate economic offset to the downsizing of Ft. Ord.

Recommendations

The size of this industry in Monterey Bay areas suggests that the long-term goals of the community would be served by setting aside a moderate amount of land as incubator buildings or by converting some existing buildings for that purpose. If NOAA or other similar organizations located on Ft. Ord, they should be a part of the same complex. Other kinds of startup firms would be attracted to such a location also. Research and aquaculture operations will require a seawater system to allow saltwater to be pumped up to suitable sites for continual use. Approximately 50 acres would be required with an estimate of 50 jobs and a \$1,250,000 annual payroll.

DEFENSE FINANCE AND ACCOUNTING CENTER

Background

Most recently, the Defense Finance and Accounting Service announced plans to consolidate its operations from over 100 smaller locations across the nation into larger regional centers employing 4,000 to 7,000 employees. Communities are being asked to develop responses to the proposal which would include the provision of office/computer facilities, parking lots, child care facilities and other required support. In response, the City of Seaside has submitted a proposal on behalf of the local communities in which it proposes to construct a center for either 4,000 or 7,000 employees located on property at Ft. Ord.

Growth Trends

Not applicable.

Likelihood of Success

Many communities will be competing for this very sizable job opportunity. The competition will be extremely intense due to the large economic impact in replacing jobs lost from base closures or from other metropolitan areas as a means to create new, well paying jobs. Success will depend on a wide range of criteria established by DoD such as facilities, schools, housing, crime rates, transportation systems and others. Finally, further study will indicate if this region can produce 4,000 employees with the requisite skills.

Advantages and Disadvantages to the Community

The advantages to the City of Seaside and the entire region would be the creation of 4,000-7,000 new jobs in an environmentally compatible industry. The economic multipliers are significant for the whole region. The Center is compatible with other recommended redevelopment strategies for Ft. Ord, including a university complex.

Recommendations

It is recommended that the Task Force support Seaside efforts to attract a Defense Finance and Accounting Center, with an estimated employment base of 4,000-7,000 and direct payroll of \$120-210 million.

EDUCATIONAL CONFERENCE CENTER

Background

The Educational Conference Center is for business and professional meetings with emphasis on maximizing productivity and capitalizing on the wealth of information available from a university research complex. It should not be confused with a resort Conference Center which includes recreation facilities as a primary attraction.

Growth Trends

Although the recession has had some negative impact on business and industry conferences, the growth potential in executive conferencing is very high. Reorganization and downsizing have contributed to a clear need for training and planning in an atmosphere free of distractions.

Likelihood of Success - Opportunities and Barriers

Although the Hospitality Industry might view an additional conference center with lodging as unnecessary competition, it will benefit in the long run by offering another reason for business meetings in Monterey County. This is particularly true if the Conference Center is located near the University/Research Complex on Ft. Ord suggesting a serious business and education learning environment—a characteristic highly valued by corporate meeting planners.

An additional advantage offered by a Ft. Ord location would be the availability of a golf course for meeting participants. Although the focus of an Educational Conference Center would not be on resort-type activities, a golf course is an inducement which would not otherwise be available.

Convenient air transportation may prove to be an obstacle, however, much of the marketing of the Center would be regional to Northern and Southern California businesses, thereby saving on transportation expense.

Advantages and Disadvantages to the Community

Economic benefits include creation of 1 1/2 jobs per sleeping room; \$10.5 million in tax benefit; and \$42.0 million in indirect benefit to local small business (restaurants, grocery stores, dry cleaners, retail stores, etc.)

On the other hand, water availability may be a constraint in any kind of development; however, comparable lodging use to full time residents would be approximately 30 percent less. In addition, air quality should be improved based on reduced automobile traffic and increased coach and public transportation.

Financing may prove to be limited, since hotel and resort projects are receiving little, if any, consideration because of recent bankruptcies and foreclosures.

Recommendation

It is recommended that an Educational Conference Center be developed in the Sun Bay apartment area taking advantage of existing lodging facilities of 300 units and the nearby golf course. It would require a total of 40 acres producing 385 jobs with a direct payroll of \$7.7 million.

CULTURAL/PERFORMING ARTS CENTER

Background

A state-of-the-art Cultural and Performing Arts Center has been a goal of Monterey Peninsula residents for many years. In 1987 a market feasibility study was completed by Peabody Marketing Decisions for Friends of Sunset Center. This was followed by a City of Monterey study for an Arts Center in relation to the Sports Center site, and the Monterey Bay Center for the Arts has been researching a Performing Arts Center for the past two years. Local interest was most recently documented in a report by Leadership Monterey Peninsula.

Facility Profile

Auditorium	2,000 seats	14,000 square feet
Stage and Production Areas		65,520 square feet
Performers Accommodations		6,300 square feet
Public Areas		15,000 square feet
Studio Theater	400 seats	4,000 square feet
Vest Pocket Theater	180 seats	2,100 square feet
Visual Arts Center		6,000 square feet
Classrooms		1,200 square feet
Administration		5,000 square feet
Auxiliary Space		23,824 square feet
		<hr/>
		142,944 square feet

Growth Trends

A Cultural Arts Center, in partnership with increasing growth in tourism, will benefit residents and tourists alike as world renown musicians, musical events and theater productions are brought to the region.

Likelihood of Success

A regional Performing Arts Center has demonstrated support (72 percent) from the majority of residents and arts organizations on the Monterey Peninsula. Although there are several small facilities presently serving the local arts community where high quality performances are presented, each has serious drawbacks. These drawbacks include audience capacity, stage and back-stage size and acoustics. The need to build an arts complex capable of fully serving the demand of residents and tourists in support of the Hospitality Industry is apparent. Building a center in conjunction with a University complex would leverage the project for the mutual benefit of both institutions.

Overwhelming public support and the potential for low cost land available for an Arts Center may well provide the necessary leverage to complete a capital campaign including an endowment sufficient to cover annual operating expenses. In addition, a university complex associated with the Center could substantially increase usage levels in addition to that projected from residents and tourists.

However, potential delays in approvals and construction might frustrate efforts to create and maintain enthusiasm for the project on a community-wide basis, inhibiting the success of a capital and endowment campaign to offset any annual operating losses.

Advantages and Disadvantages to the Community

The demand from residents in Monterey County for world class cultural events will be fulfilled by an Arts Center of the significance proposed. Although it will necessitate major changes in transportation modes and habits, its location will be central to the region as a whole with ways of access and egress and parking. It will serve as a "magnet" for the tourist industry, including increased overnight stays. Adequate infrastructure would need to be in place on a timely basis with air quality and Congestion Management Plan regulations satisfied.

An Arts Center will require approximately 19 acres; 10 of which are dedicated to parking; four for landscaping, open space; and two for physical facilities. Preliminary cost estimates are in the range of \$24,500,000. Land available at no cost is critical to the feasibility of local funding for such a complex.

Recommendation

Dedicate 19 acres of land for the construction of a Center for the Arts to include parking for up to 1,400 cars and contiguous with a University campus. The Center will accommodate up to 30 jobs with an annual payroll of \$600,000 in addition to creating a substantial indirect economic benefit to the region.

RECREATIONAL VEHICLE PARK

Background

There currently exists at Ft. Ord an RV Park of 30 acres capable of accommodating 35 vehicles on pads with electricity and water and another 35 at "primitive" sites that can only accommodate those using tents or self-contained vehicles. The facilities constructed during

1975-77 include a shower and bath facility, two offices with washers and dryers, four picnic sites (one with a dining pavilion), two ballfields, a BMX track and a radio-controlled model car track. Nearby sports and recreation sites make this an attraction camping area. It coordinates well with the separate facilities nearby at the Laguna Seca Regional Park (100 sites with partial hookups and 77 sites with no hookups). There are a total of 5,548 RV sites and 67 parks within a 50-mile radius. However, few are as central to the Monterey Peninsula's world-class attractions as is the Ft. Ord RV Park.

Growth Trends

As travel becomes increasingly expensive, interest in the use of recreational vehicles is growing rapidly.

A full hookup RV park would exclusively fill a need among tourists to Monterey County who utilize this form of travel and lodging.

Likelihood of Success - Opportunities and Barriers

Since there is little competition in the area, a full hookup RV park would likely have year-round appeal and usage—in particular is a lack of parks in the County accommodating short term stays. Success of a park would seem to be economically viable based on a minimum of 200 sites on 25 acres with an annual payroll of over \$600,000.

Critical to the full hookup concept, however, is the provision for sewage disposal. Access and egress would also be major considerations as other land use plans are developed.

Advantages and Disadvantages to the Community

An RV park enables a large number of tourists to enjoy Monterey County with relatively low level impacts. Beneficiaries would include restaurants, golf courses, fishing, tourist attractions in addition to reducing traffic, since public transportation would be required. Approximately \$225,000 in taxes would benefit local government.

Careful landscaping provisions would be required to screen the RV park from surrounding areas, insuring its compatibility with the environment.

Recommendation

It is recommended that a full hookup RV park be established at the present Ft. Ord RV site if it is compatible with infrastructure and environmental concerns.

This should not exceed 25 acres, accommodating 200 sites, employing 28 people with a \$600,000 payroll.

The Army recently spent \$250,000 to develop plans and engineering studies to expand its Ft. Ord RV park by another 75 full-service sites. The expansion proposal was negated by the BBAC decisions in 1991 to close the base.

RETIREMENT COMMUNITIES

Background

While the percentage of Americans in the 50 years and older bracket expands, there is an increasing demand for suitable retirement housing to meet their needs. They create an excellent source of income to a community without placing heavy demands on community service. Retirees who move to a new residence upon retirement are looking for a safe environment with mild weather and access to high quality health care. They typically bring with them between \$100,000 and \$200,000 in assets and an annual income of \$20,000 to \$30,000.

Likelihood of Success - Opportunities and Barriers

Monterey County already has a significant population of retirees with approximately 17,000 military retirees and families located near Ft. Ord to take advantage of medical care, recreational opportunities, the PX and Commissary.

Advantages and Disadvantages to the Community

Advantages include a stable economic base which supports indirect job creation for private businesses.

Disadvantages may include possible impact on the infrastructure.

Recommendation

A portion of Ft. Ord should be reserved for a moderate size retirement community which includes independent living, congregate and convalescent care in one complex including recreation and social facilities.

The recommendation should include approximately 100 acres for a Retirement Community which would provide for a neighborhood commercial center of approximately 50,000 square feet and a Senior Care Campus with 2,000 units, including 400 skilled nursing units, 400 residential care units and 600 senior independent living apartments. The total number of jobs created would be 600 with an annual

payroll of approximately \$10,000,000.

TOURISM

Background

Tourism presently supplies an estimated 15 percent of direct employment on the Peninsula. It directly impacts motels, hotels, and attractions such as the Monterey Bay Aquarium, Big Sur, and the area golf courses and beaches. Tourism contributes as much as 15 percent to 20 percent of the retail sales of the Peninsula particularly in Carmel, Cannery Row and the Wharf. Restaurant sales are particularly dependent on tourism.

Growth Trends

Tourism is a growth industry. Some estimates place it as the world's largest. In California, the number of employees in lodging places alone has grown from 98,980 in 1975 to 201,100 today. The California EDD projects 263,000 jobs in this category by the year 2000. The rate of growth of just this component of the tourist industry is 77 percent higher than that for total employment in California. However, growth rates are expected to be slower in the 1990s.

Likelihood of Success - Opportunities and Barriers

The Monterey Peninsula has a unique environment, existing infrastructure for tourists and the reputation as a vacation location. These are tremendous advantages in attracting larger number of tourists.

Potential barriers to success include overbuilding which would affect the profitability of the existing industry and could have adverse environmental impacts particularly upon transportation, air and water quality and general quality of life and community standards.

Advantages and Disadvantages to the Community

The advantages of a larger tourist market are that additional visitors will support existing overnight, retail and service industries. Many of the retail and services outlets are most affected by the closing of Ft. Ord. Tourism also supports small and unique outlets which provide the Monterey Peninsula with some of its character.

A disadvantage of a larger tourist market is the impact on local residents, particularly if traffic congestion is worsened. Although this industry does not provide higher paying jobs preferred by the community, it

does offer employment for the retail and service workers who may be laid off due to the downsizing of Ft. Ord.

Investment in additional tourist facilities can take many forms, including a conference center, an environmental park and additional lodging space. In addition, a strong recommendation is being made to the Education Advisory Group to include a school for hotel/restaurant management in its recommendations.

Recommendation

It is recommended that the tourist industry be supported by reserving a large natural area of Ft. Ord for development of higher quality recreational and educational facilities such as trails, horseback riding, visitors center, natural history museum with biological exhibits and events. Such a facility would have local political support. If marketed in conjunction with a general County-wide Eco-Tourism theme that included the Aquarium, the Salinas Valley Wineries, Missions, Lakes, Big Sur, the beaches, Elkhorn Slough and other facilities, the County would provide a full spectrum of outdoor experiences to visitors.

AIRPORT AND GROUND TRANSPORTATION

Background

Expanding and relocating the Monterey Airport would make it easier for national and international travelers to utilize the existing recreational activities within Monterey County, as well as enhance the accessibility and desirability of industries/institutions (i.e., university-research center) planning to relocate at Ft. Ord. An expanded airport would also enhance the export of agricultural commodities to national and international markets.

Ft. Ord has excellent freeway (surface) access from Highway One (on the North), but the access from Highway 68 (at the South) and Reservation Rd. (to the East) is limited. To fully maximize the vast Ft. Ord facility, freeway access from Highway 68 and Reservation Rd. must be enhanced.

Growth Trends

Passenger flights from MPA are about 500,000 annually, with another 500,000 passengers driving to San Jose, San Francisco and Oakland for their flights. Even if total passengers increased to 1,000,000 (100 percent increase), this volume still would not support the bond financing for

a new airport.

Likelihood of Success - Opportunities and Barriers

Airport Constraints: The following are constraints to developing a new airport at Ft. Ord which were obtained from discussions with Gary Vest, Deputy Assistant Secretary of the Air Force, Ellsworth Chan, FAA Regional Office in Los Angeles and Denis Horn, Airport Manager, Monterey Peninsula.

- a) New airports require extensive Economic & Environmental Impact studies, and building such a new facility requires several years of planning.
- b) Airports require sensitive placement to maximize wind currents and other weather patterns (e.g., fog). Ft. Ord has limited flexibility to locate a new airport and also has twice as many days each year in which fog and low clouds restrict access than the existing Peninsula airport.
- c) A new airport would cost over \$200,000,000 and bond financing (via the FAA) is very restrictive at this time as well as for the foreseeable future.
- d) Air freighting agricultural products out of Monterey County was deemed too expensive by established carriers, because planes would have no inbound freight.
- e) The local community has restricted airport growth and many residents would not support expansion of existing airport facilities.
- f) Marina residents would be negatively impacted by flight patterns if the airport were placed at Fritzsche Field, and they appear to oppose such a facility near their city.

Infrastructure Constraints:

- a) While Monterey County has developed a plan for a full freeway from Monterey to Reservation Road, it is subject to an EIR that may cost \$2,500,000 and take 24 months to complete.
- b) Measure B funding and local developer fees may offset some planning costs, but the total funding of this project would be very expensive, and expanding the Highway 68 corridor has a low priority by Caltrans.

Advantages and Disadvantages to the Community

Expansion to, or creation of, an international airport has advantages to many of the recommended redevelopment options, including, but not limited to, agriculture, hospitality, research, manufacturing and education. Expansion of the freeway systems would provide easier access and greater development flexibility. There are, however, environmental concerns, problems of congestion and excessive development, which need to be addressed. In reality, the constraints outlined above probably make this consideration long-term rather than short-term.

Recommendations

Enhanced Freeway Access: The financing for a new or enhanced freeway corridor at the southern rim of Ft. Ord is the major obstacle to this project. The project, however, is possible and would greatly enhance the development of the Ft. Ord facility.

Airport: The Advisory Group recommends that the Task Force review the study soon to be completed by the Monterey Peninsula Airport District in June/July, 1992. From the information gathered, the Advisory Group feels that a new airport at Ft. Ord will be deemed unfeasible for both physical and economic reasons. However, we want to emphasize that adequate air transportation has been discussed as a critical need for the future development of Ft. Ord and for Monterey County in general. If the cost of building a new airport is deemed too expensive, then we feel that the existing facility should be expanded or enhanced to make air travel more convenient and, hopefully, economical.

Highway Expansion: The Advisory Committee felt that the local communities should work very closely with Monterey County, Caltrans and the Department of the Army to ensure that the general plan for the Highway 68 corridor was revised to include access to Ft. Ord and press the three entities to resolve the funding issues.

U.S. OLYMPIC TRAINING FACILITY

Background

The United States Olympic Committee (USOC) currently has two National Training Centers (NTC's), one in Lake Placid and one in Colorado Springs, with a third scheduled to open in San Diego. An NTC identifies, screens, selects and coaches athletes in multiple sports who reside onsite over an extended duration. The NTC also provides facilities for sports medicine research.

Growth Trends

It is the intent of the USOC to establish two additional NTC's. Research sport medicine is a growing area.

Likelihood of Success

Ft. Ord provides an attractive opportunity for an NTC office space and areas for athletic living and training facilities are already available. It is expected the USOC would be granted housing on the north side of post which could be used for staff.

The NTC sports facilities as well as research sports medicine activities would co-locate extremely well with a university complex if that becomes located on the Ft. Ord property. NTC athletic facilities can also be made available for public use in off hours and can host national and international competitions. USOC activities are generally welcomed by local government and are deemed a prestigious addition to a community. The NTC is an environmentally benign activity which would not have any direct negative impact.

The barrier to the location of an NTC is that the local community must provide the financing which is usually established on a national and international level. It does not appear that Monterey County could provide the private industry funding required, unless it could interest national and/or international companies not necessarily located in Monterey County.

Recommendation

While an NTC is a welcome addition to the community, it is a small organization. Employment is expected to be a minimum of 250 jobs in the athletic and medical fields. Annual payroll is estimated at \$5 million and the NTC would be expected to generate spending in the local economy in order to purchase materials and supplies used during the execution of its normal operations.

NATIONAL/REGIONAL CORPORATE HEADQUARTERS

Background

Many large corporations operate national or regional corporate headquarters which provide centralized administrative and technical support to their other business locations. These headquarter operations represent a potential for quality jobs with little, if any, adverse environmental consequences.

Growth Trends

Recent trends in business indicate a general decline in corporate headquarters employment. These trends generally indicate that total employment of corporate headquarters personnel is not expected to grow substantially.

Likelihood of Success - Opportunities and Barriers

Although there have been a number of highly publicized corporate headquarter relocations in recent years, corporate headquarters remain highly concentrated in large metropolitan areas. A recent study indicated that about 90 percent of all corporate headquarters are located in metropolitan areas with populations in excess of 500,000. Those located in smaller cities generally tend to have grown in those locations, rather than having relocated from elsewhere.

A number of factors contribute to the geographical concentration. Business service firms (accounting, banking and finance, advertising, insurance, etc.) are headquartered or located in such cities. Corporate headquarters generally require good access to their outlying facilities and to those with whom they do business, and may depend heavily on international or large regional airports typically found in large metropolitan areas.

Research indicates that the following factors are most important to decision makers when considering the relocation of a corporate headquarters:

1. Quality of life (available and affordable housing, good secondary schools, moderate cost of living, minimal commuting times, a safe environment, a pleasant climate, and access to recreational and cultural activities, colleges and universities);
2. Quality airport;
3. Operating costs (salary levels, taxes, worker compensation rates, etc.);
4. Telecommunications and mail services; and
5. Governmental attitude toward business.

While the Monterey Peninsula ranks high in many quality of life attributes, the lack of an existing business services base and the distance to the nearest international airport do not make Ft. Ord a likely

location for a corporate or regional headquarters. Moreover, the relatively small number of substantial headquarter facilities (less than 5,000 nationwide), the trend towards smaller corporate staffs, and the existing oversupply of office space do not indicate a favorable environment for attracting such operations to Ft. Ord.

Advantages and Disadvantages to the Community

Corporate headquarters are a desirable addition to the community. In addition to the obvious advantage of bringing new money into the community in the form of payroll, taxes, purchases of goods and services, etc., headquarters operations create quality jobs. Since they generally perform primarily administrative and technical functions, they employ skilled managerial and professional personnel. For the same reasons, headquarters rarely create environmental problems other than traffic.

Recommendations

Corporate and regional headquarters represent a desirable business use for a portion of the Ft. Ord property and any expressions of interest by corporations should be vigorously pursued. However, because of the low likelihood of success, no significant resources should be allocated to attracting headquarter operations.

FINANCE AND INSURANCE INSTITUTIONS

Background

Monterey County's employment base includes about 4,000 jobs in finance and 1,200 in insurance. In comparison with the rest of California, the County provides more financial jobs and somewhat fewer insurance jobs than typical. There is one Peninsula based bank in Monterey and two based in Salinas. Other than local agencies of national companies the only insurance company now on the Peninsula is Design Professionals Insurance Company. There are no mutual funds headquartered on the Peninsula, although local brokerages are well represented.

Growth Trends

The California EDD projects that both financial and insurance employment will grow at the same rate as the rest of the employment base through the year 2000. The number of clerical workers in these industries is expected, however, to grow much more slowly due to increased mechanization. As a result, there may be fewer examples of "backroom" activities being established separate from headquarters offices.

The growth of the banking industry may be spurred by their entrance into securities marketing but it may be at the loss of investment advisors and marketers of investment vehicles. On the other hand, both financial and insurance institutions increasingly need to compete on an international level which may cause more consolidation into larger firms.

Likelihood of Success - Opportunities and Barriers

The need to be a presence in financial centers will continue to dictate finance and insurance headquarters locations. This will not lessen with the advent of still larger international firms. Suburban offices, some of which are involved in "back office" tasks, may continue to be developed simultaneously with progress in mechanization. These offices require a large, moderately priced housing inventory and large clerical pool, as well as convenient transportation to the financial center. Monterey County is not known for these characteristics. Regional offices are also unlikely candidates because of Monterey's proximity to San Francisco.

A more likely occurrence is the expansion of existing local banking institutions. Although these banks are often purchased by the larger chains, a regional bank serving the specialized needs of the Central Coast area may be in demand. Another distant possibility is the growth of some international trade banking related to the proposed International Trade Center.

The only insurance company on the Peninsula was moved from San Francisco because the owner wanted to live here. At that time the organization had just 50 employees. Presently the company employs 125. Most insurance companies that are located in smaller cities were started in the community.

Advantages and Disadvantages to the Community

The growth of existing banks or the creation of an international trade financing office would not add significantly to the employment base of the community. Nor is a Ft. Ord location necessarily desirable as contrasted with centers of finance in major metropolitan areas.

Recommendations

No action is recommended.

ELECTRONIC RESEARCH AND DEVELOPMENT

Background

The electronics and R&D industry is divided into two main components; research and manufacturing (development). The research element provides the highly skilled workers, engineers, scientists, lab technicians, etc., who command the highest salaries. It is also the cleanest end of the business and the most environmentally compatible.

The second element, manufacturing (or development), is most likely to benefit lower-skilled workers, but also poses a greater threat environmentally in two ways: its demand for water and the waste produced.

It is no longer necessary, given computer links, for these two elements to exist side by side. Therefore, the manufacturing (or development) segment of Silicon Valley firms can be, and some are, located outside the Valley.

Growth Trends

Growth has slowed within the R&D industry, as it has in most, due to recessionary influences. Layoffs have been substantial and "downsizing" activities have created nearly 20 million square feet of vacant space in the Silicon Valley market as the industry contracts. This is, nevertheless, a "futures" industry that will turn around as the economy recovers.

Some of the current contraction is due to relocation outside of California, particularly to Colorado, Nevada, Texas and New Mexico. Recently, there have been indications that these locations are unable to provide all the benefits originally promised.

Likelihood of Success - Opportunities and Barriers

Given the recent disappointments with their out of state relocations, there remains the possibility that Silicon Valley firms could look favorably on Ft. Ord. That possibility, however, is not immediate.

Silicon Valley provides the financial and experience quotients necessary for the research element, so it is unlikely that research will leave the Valley. Further, the absence of an international airport coupled with a negative general business climate in California are all contributing factors to dissuading a relocation to the Peninsula. In addition, electronics manufacturing is probably undesirable given its water demands and waste effluent.

Advantages and Disadvantages to the Community

Research and applied technology activities employ a high proportion of technical personnel whose education and salary levels are above average. While typically not known to be large employers, research functions tend to be environmentally neutral. As such, these businesses represent an attractive development opportunity to the community. Although they are not likely to have any significant direct effect on the local economy, the businesses which tend to develop as an outgrowth of the research conducted can contribute significantly.

The industry attitude, however, combined with environmental concerns, may make such considerations impractical.

Recommendations

Since the computer industry is firmly situated in Silicon Valley with a substantial infrastructure presently in support, it is recommended that we do not pursue this industry in relocating to Ft. Ord.

FILM, VIDEO AND TELEVISION PRODUCTION FACILITIES

Background

This industry encompasses the production of feature films, commercials, television series, specials and made for television movies, direct to release videos, music videos and specialized programs for cable television. Each film or video project is a discrete exercise consisting of preproduction (story development, budgeting, location scouting, etc.); production (travel to location, set construction, filming, etc.); and postproduction (film development, editing, music, special optical effects, credits, etc.).

Each production normally utilizes the services of hundreds of people, ranging from highly paid actors, directors, lawyers, and advertising executives, to low-paid drivers, janitors and hairdressers. Most productions also purchase or rent a wide variety of local goods and services such as catering, clothes, cameras and hotel rooms.

The present film and television production industry in Monterey County is relatively modest. There are approximately 15 production companies which produce commercials, videos and films for local institutions and provide equipment, personnel and related services to outside companies that come to Monterey County for

location filming. There are no local production facilities (i.e. sound stages) capable of handling a feature film or television series. In 1990 a total of 55 productions were shot in Monterey County and they resulted in \$3,400,000 being spent directly in the area. Most of these productions were commercials for television.

Growth Trends

Moderate to strong growth is expected in California in feature films, commercials and productions for cable television. Flattened growth is expected in the video production market until a new round of technology is introduced. Most significant is the fact that California is capturing a disproportionate share of the growth in commercials (50 percent of the U.S. total in 1990 compared to 32 percent in 1987) and in feature films.

The film industry provides the equivalent of 90,000 jobs in California, an increase of 66 percent between 1980 and 1990. Average wages are generally higher than other industries, especially for the high profile jobs such as writers, directors and actors.

Likelihood of Success - Opportunities and Barriers

The film/video/television industry is highly concentrated in Los Angeles County which has 94 percent of all industry jobs in California. The remaining six percent (the equivalent of approximately 5,000 jobs) are about evenly divided between neighboring southern California counties and the San Francisco Bay Area. Even when productions are shot on location in other areas of the state, many producers prefer hiring Los Angeles based crew members and relocating them because their experience leads to production efficiencies that more than offset relocation costs.

It should also be noted that jobs in this industry are rarely fulltime positions or for a single company. Each feature film, video and commercial is a discrete project for which most participants are hired to perform a specific task and then leave.

Although Monterey County does have talented professionals in the film business who support the productions that come to the County now, there are not enough experienced people to support the relocation of a major studio to Monterey or to attract an independent producer. If a film studio or producer were to relocate, they would likely bring many people to fill the best paying jobs with them or would expect to find local people trained to provide needed services. Because the cost efficiency of each film project is dependent on hiring the

most experienced people available, there is no significant job training provided by the production companies. In Monterey, job training would have to be conducted by local government or in conjunction with a strong film department in a nearby college.

A major barrier to success is the cost of providing a suitable facility for film production. Unless a major studio or independent producer were to finance sound stages, administrative offices and postproduction technical facilities, they would have to be financed by local investors.

Banks and financial institutions categorically will not lend to such endeavors. It is very difficult to attract private investors because there is almost no one in the film production industry who can guarantee use of a sound stage and related facilities for even minimum periods of time. Additionally, in an effort to shore up and expand its already monopolistic control of film production, the Los Angeles film community has been busy building additional sound stages and ever more sophisticated special effects facilities and the unions have been granting wage concessions to keep the business in Southern California.

The difficulty of financing a facility capable of producing feature films, television series and commercials was illustrated in the late 1980s in San Francisco when the leading film producers in the city were unable to secure sufficient investment capital to purchase and renovate an existing Armory in spite of the fact that 1) they had precommitments to lease over half the office and postproduction facility space, 2) the City was prepared to contribute over \$1.5 million for the building purchase, and 3) dozens of Hollywood based production companies had expressed written interest and intent to use the sound stages regularly.

Advantages and Disadvantages to Community

The development of a major film production facility at Ft. Ord would provide the following advantages to the area:

1. The industry generally does not generate major environmental impacts, other than traffic during the filming of productions requiring lots of people and support services.
2. The average wages are higher than for many industries and a wide variety of skills are required.

3. It is compatible with the tourism industry and would be a tourist draw.
4. The industry uses substantial amounts of support services such as catering, hotel rooms, car rentals, etc. that already exist in the area.

The disadvantages would likely include the following:

1. The difficult task of financing a production facility or of making it profitable absent a major studio or independent producer (like Lucas Films) creating its own privately financed and supported facility.
2. The temporary nature of film industry jobs.
3. The necessity of training skilled workers for the industry without likely assistance from the potential employers.
4. The likelihood that skilled and experienced workers in the film business would either move or commute to the Monterey Bay area and thus deprive locals of potential jobs.
5. Even if financing could be put together for a production facility, the time required to train and/or relocate all the skilled workers required would create a slow start to the business and thus to the financial benefits to the community from salaries and support services.
6. In order for Ft. Ord/Monterey County to effectively compete with Los Angeles and even San Francisco/San Jose for the film industry's business, there would have to be substantial improvements to the present airport capacities and flight schedules.

Recommendations

Unless a major studio or independent production company decides to invest its own money in building or converting a facility, film production at Ft. Ord appears highly unlikely.

LIGHT INDUSTRY - ASSEMBLY

Background

The term "light industry-assembly" refers to the types of businesses which would typically occupy a light industrial park. In general, these tend to be assembly or so-called "light manufacturing" operations.

Research indicates a significant existing and projected oversupply of light industrial park acreage in Monterey County.

Growth Trends

According to 1990 figures from the Monterey County Economic Development Corporation (EDC), approximately 700 acres of northern Monterey County land have been developed or are available for development as industrial parks. Those figures indicate that 51 percent of this land has yet to be sold or developed. In addition, industrial park developments are planned in the Rancho San Juan area (approximately 400 acres) and Chualar (approximately 150 acres).

Average annual absorption of light industrial land in the northern Monterey County market area between 1980 and 1990 was approximately 32 acres and this rate has been projected to remain stable through the year 2010 (Rancho San Juan Area of Development Concentration Feasibility Study, 1991). Accordingly, there appears to be a significant oversupply of light industrial acreage within the market area which includes Ft. Ord, given the normal level of economic activity.

Likelihood of Success - Opportunities and Barriers

The decision to locate in a particular light industrial park appears to be primarily based on cost considerations, according to those interviewed.

Proximity and cost of transportation to the business' principal markets is a primary concern of decision makers. Transportation concerns include the existence of a major airport nearby, easy access to major highways and availability and compatibility of backhaul opportunities. Ft. Ord was considered to be at a competitive disadvantage in this respect when compared to other light industrial locations.

Another critical site selection criterion appears to be operating costs. Light industrial users tend to be labor intensive rather than technology intensive, and the availability and cost of labor is a concern. Given the area's current economic profile, the lack of a skilled labor pool might represent a barrier to attracting these types of businesses.

Occupancy costs are another critical element in the site selection process. While land costs are important, other factors (e.g. tax rates, planning and permit issues, and building costs) can significantly affect occupancy costs. The potential exists to make low cost land

available at Ft. Ord for the development of industrial parks; thus providing a competitive advantage in attracting business to the area. However, this opportunity must be evaluated in light of the potential negative effect on presently existing and planned industrial parks, given the current oversupply of light industrial land in the area.

Advantages and Disadvantages to the Community

Light industrial parks are attractive land use options. Businesses which typically locate in such parks provide employment opportunities at all skill levels, create no major environmental problems and generate local tax revenues.

Given the current level of economic activity in the area and the attendant rate of light industrial park land absorption, the allocation of a portion of the Ft. Ord property to light industrial use might create economic hardships elsewhere in Monterey County by placing additional competitive pressures on existing industrial parks. As such, this type of development might be inconsistent with the regional approach advocated by the Economic Development Advisory Group.

Recommendations

Any strategy to allocate Ft. Ord property to light industrial development must take into account the potential negative effects on existing and planned developments of this type in the area. Given the existing and projected oversupply of industrial park space in Monterey County, further development of industrial park space at Ft. Ord should not be a high priority.

THEME PARK

Background

The theme park industry has been growing rapidly during the past decade. It offers communities opportunities in tax revenue, employment and construction. It has a positive direct and indirect effect upon the local hospitality industry.

Growth Trends

No composite figures apparently are available.

Likelihood of Success - Opportunities and Barriers

At Ft. Ord, sufficient land is theoretically available for such development, but there are significant restraints from a local and an industry point of view.

Housing: Rentable housing appears to be a greater need due to the large number of single and college age employees. Hotel accommodations at all levels are a very important factor (see Port Disney and Westport summaries).

Land: This is a critical consideration for the industry, and local governments are expected to "buy down" the cost of land.

Transportation: A major airport in proximity to the park is important, as are good local transportation and highway access.

Labor Pool: Most jobs are low-grade, college-age oriented.

Population: A population base of 100,000+ with a strong visitor support population (2 million+) is essential. Local and visitor population are important guidelines for site location.

Growth Attitudes: Heavy demands are placed upon local authorities to circumvent regulatory agencies and bypass adverse regulations.

Water Development: Water demands increase substantially, and the industry expects certain exclusive developmental rights for related amenities (retail, restaurants, hotels, etc.)

Advantages and Disadvantages to the Community

Advantages:

- a) Increased revenue in taxes to local government.
- b) Increased employment opportunities, particularly for unskilled workers.
- c) Indirect revenue increase to tourism industry.

Disadvantages:

- a) The theme park industry demands substantial financial and regulatory concessions for the "privilege" of having them in a locale.
- b) Increased traffic congestions, commercial develop-

ment and air pollution accompany such developments.

c) Water demand could be increased adversely.

Recommendation

There appear to be more constraints from a theme park than opportunities. Even if the land at Ft. Ord were free to a user, some form of increased financial burden would have to shift to the local community to entice the selection of a site. Traffic congestion, pollution, increased commercial development, and the accompanying demand on water use would increase significantly. There are some financial advantages in revenue to local governments and, to a lesser degree, in employment, but these are unlikely to balance the constraints.

NOTE: The full Economic Development Advisory Group Report is available in the Task Force Master File, including, appendices, meeting dates and names of committee members. A copy of this file is available for public review at the Seaside Public Library.

APPENDIX C-1

C-1

SOURCES OF INFORMATION

New

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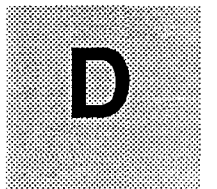
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APPENDIX C-2

LIST OF MEETINGS

October 9, 1991	Steering Committee, Monterey
October 24, 1991	Steering Committee, Laguna Seca
November 1, 1991	Advisory Chairs, Marina
November 6, 1991	Advisory Group, Seaside
November 13, 1991	Steering Committee, Laguna Seca
November 25, 1991	Advisory Group Chairs, Marina
November 26, 1991	Steering Committee, Laguna Seca
December 11, 1991	Steering Committee, Laguna Seca
December 16, 1991	Advisory Group/Public Forum, Marina
December 18, 1991	Steering Committee, Laguna Seca
December 19, 1991	Advisory Group Chairs, Ft. Ord
December 30, 1991	Steering Committee, Laguna Seca
January 8, 1992	Steering Committee, Laguna Seca
January 10, 1992	Task Force, Monterey
January 13, 1992	Advisory Group Chairs, Marina
January 22, 1992	Steering Committee, Monterey
January 23, 1992	Advisory Group/Public Forum, Salinas
January 27, 1992	Steering Committee, Monterey
January 31, 1992	Task Force, Marina
February 5, 1992	Steering Committee, Laguna Seca
February 6, 1992	County Vision Workshop, Ft. Ord
February 7, 1992	County Vision Workshop, Ft. Ord
February 10, 1992	County Vision Workshop, Ft. Ord
February 18, 1992	Steering Committee, Laguna Seca
February 19, 1992	Advisory Group Chairs, Marina
February 25, 1992	Advisory Group/Public Forum
February 27, 1992	Steering Committee, Laguna Seca
March 7, 1992	County Vision Workshop, Ft. Ord
March 10, 1992	Steering Committee, Laguna Seca
March 11, 1992	Advisory Group, Marina
March 13, 1992	Task Force, Pacific Grove
March 16, 1992	Advisory Group Chairs, Marina
March 30, 1992	Steering Committee, Laguna Seca
April 4, 1992	COLAB, Salinas
April 6, 1992	Advisory Group Chairs, Marina
April 9, 1992	Builders Exchange, Salinas
April 10, 1992	Job Development, Marina
May 15, 1992	Steering Committee, Marina

**ANNEX D
UTILITY/
INFRASTRUCTURE**



Utility/Infrastructure Advisory Group

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Utilities Committee	
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Utility/Infrastructure Advisory Group

**Report to the Fort Ord Task Force
April 15, 1992**

EXECUTIVE SUMMARY

In order to develop a utility/infrastructure strategy that will accommodate the reuse of the portion of Ft. Ord which the Army will declare excess, the following objectives were used as a guide.

OBJECTIVES AND ORGANIZATION

1. Organize an Advisory Group to include representatives from Federal, State, County, cities and the private sector.
2. Identify and estimate utility/infrastructure availability/constraints as a basis to determine proposed reuses and planned growth.
3. Identify ownership concepts for reuse/recovery of utilities and infrastructure at Ft. Ord.
4. Identify issues and estimate utility/infrastructure resources available to include existing and future capacities.
5. Determine methods by which additional, new infrastructure can be built and financed to support the reuse strategy.
6. Develop and recommend a strategy for efficient connections between Ft. Ord utilities and those of the surrounding area.
7. Identify Federal, State and local resources to address the transitional, short and long term water supply at Ft. Ord.
8. Coordinate actions with other Advisory Groups and provide input to the Land Use Advisory Group.

In order to implement these objectives and to better study the 16 infrastructure components existing at Ft. Ord, the group was divided into three committees which were further divided into nine subcommittees.

Three Committees

1. Water, Sewer and Solid Waste
2. Utilities (Gas, Electric, Telephone, and TV Cable)
3. Transportation

Nine Subcommittees

1. Water
2. Sanitary Sewerage
3. Solid Waste
4. Gas
5. Electric
6. Phone
7. TV Cable
8. Surface Transportation
9. Air Transportation

Sixteen Infrastructure Components

1. Water Supply
2. Water Distribution
3. Storm Drains
4. Sanitary Sewerage Collection
5. Sanitary Sewerage Disposal
6. Solid Waste Collection
7. Solid Waste Disposal
8. Gas
9. Electric
10. Phone
11. TV Cable
12. Highway Network
13. Local Streets
14. Bus System
15. Rail
16. Air Transportation

Effect of Downsizing

At the present time the sixteen infrastructure components are maintained and operated by the Army, either by direct ownership or by contract with other agencies. Establishing a military enclave within existing Ft. Ord and disposing of the property remaining outside the enclave will require modification of the infrastructure components so that they may properly serve both the enclave and the excess property.

Goals

When the nine subcommittees began their deliberations, two initial goals guided this work:

1. Review the existing facilities at Ft. Ord, providing water, sewer, drainage, gas, electric, telephone, TV cable and transportation corridors.
2. Report to the Task Force members concerning the effects that the downsizing of Ft. Ord will have on these services.

Subsequent to the above review and report, it was necessary to:

1. Evaluate how new facilities constructed after the downsizing occurs can be more efficient users of the existing and future infrastructure systems.
2. Evaluate the Army's previous plan first developed in 1973 and refined in 1986 to trap and retain annual storm runoff in a series of reservoirs and artificial wetland areas to help reduce the use of potable water resource for non-potable water uses.
3. Determine methods by which additional, new utilities and infrastructure can be built and financed to support the reuse strategy.
4. Develop plans for a multi-modal transportation corridor between Salinas and Monterey through Ft. Ord. The downsizing of the post presents a once in a lifetime opportunity to develop new corridors and a multi-modal transportation center.
5. Evaluate how the Army's retention of a 1,300 acre enclave affects the ultimate restructuring of the infrastructure systems to meet future needs, both public and private enterprise activities.

ASSUMPTIONS

The DoD will make final decisions on the following key matters, pursuant to the will of Congress:

1. Boundaries of the military enclave
2. Extent and schedule of cleanup of the various contaminated areas within the properties outside the enclave.
3. Location and schedule of parcels to be made available for reuse.
4. Ownership, maintenance and operation of infrastructure components within the enclave.

Additionally, it is assumed that the Army, both Ft. Ord and the Army Corps of Engineers will continue the following:

5. Developing data for the Ft. Ord Disposal and Reuse Environmental Impact Statement (EIS) and other studies. Because of timing, this information will not be available for our strategy recommendations;

however, they will be completed in time for city/county reuse planning efforts.

6. To maintain and operate their infrastructure components in their present condition until the 7th Division has departed and the land outside the enclave has been relinquished to civilian uses.
7. To propose the tentative boundaries of the Army's enclave (POM Annex) as presented to the community on February 14, 1992. This report is based on information available to the Advisory Group during the period February to April, 1992.
8. To own and operate its own utility systems (water, sewer, gas & electric, etc.) within the enclave. The necessary modifications to properly serve the area outside the enclave will severely impact the existing systems.
9. To fund its portion of the proposed SIP as agreed prior to December 31, 1991.
10. To study ownership of utility improvements and the creation of proper public utility easements for both present and future which must be determined at the time the Army officially designates all Ft. Ord property outside the enclave as "excess" property.
11. Cleanup of the various contaminated areas outside the enclave will be paced by priorities for civilian reuse, level of effort to decontaminate and funding.

Other Assumptions:

12. The bike route along Highway 1 will be maintained and enhanced as a through route, and riding and hiking trails should be acquired and developed toward creating an area-wide trails system.
13. That every attempt will be made to preserve historic buildings and sites.
14. That features which encourage the use of public transit will be provided.

Future uses of Ft. Ord, both inside and outside the enclave, will have to comply with the Monterey Regional Water Pollution Control Agency's (MRWPCA) wastewater allocation plan. They will also be subject to the limitations of the capacity which Ft. Ord has purchased in the MRWPCA Regional System. Also these future uses will

conform to the Congestion Management Plan as developed by the Transportation Agency for Monterey County. Conforming with the Air Quality Management Plan adopted by the Monterey Bay Unified Air Pollution Control District is an assumed requirement.

The study process (RI/FS) to determine contaminated sites or areas on Ft. Ord will not be completed until December, 1994.

All of these will have a vital effect on utilities and infrastructure.

SUMMARY OF INFORMATION AND DATA

Fortunately, the U.S. Army Corps of Engineers has, over the past 20 years, conducted the needed planning and engineering studies that will allow for a coordinated transfer of former military property to support future reuse proposals. Even though the base's utility and other infrastructure systems were designed only to serve military requirements, the analysis provided in the reports listed below provided major assistance to the deliberations of the Utility/Infrastructure Advisory Group. Additionally, the Corps of Engineers is currently managing the work of a consulting firm to prepare, by August, 1993, an Environment Impact Statement (EIS), the most important part of what is termed a Record of Decision. Thus, the data needed are available to affect an orderly transfer of property.

Some of the more important documents available for use by the Advisory Group were the following:

1. "Long Range Water Supply Development For Fort Ord, California", Corps of Engineers, February, 1986.
2. "Comprehensive Traffic Engineering Study, Fort Ord, California", TJKM Planning and Transportation Consultant, 1977.
3. "Assessment of Alternative Wastewater Plans for Fort Ord, California", U.S. Army Corps of Engineers, 1986.
4. "Feasibility Study, Expansion of Fritzsche Army Airfield, Fort Ord, California", Nakata Planning Group, Inc., 1990.
5. "Environmental Impact Statement Scoping Report: Base Closure of Fort Ord, California", U.S. Army Corps of Engineers, 1990.
6. "Analysis of Existing Facilities/Environmental

Assessment Report, Basic Information Maps, Fort Ord, California", Beach-Philpot Associates, 1984.

7. "Fort Ord: Analysis of Existing Facilities/Environmental Assessment Report, Phase I, Basic Information Documents", Resource Planning Consultants, 1980.
8. "Hydrogeologic Update, Fort Ord Military Reservation and Vicinity", Geotechnical Consultants, Inc., 1986.
9. "Design Guide for Fort Ord Complex", Volumes I, II and III, Nakata Planning Group, Inc. 1990.
10. A summary of Ft. Ord's electrical distribution system, Sacramento Corps of Engineers, Contract No. DACA05-89-D-0002.

Fort Ord Water Supply System & Stormwater Drainage System

Water service within Ft. Ord is currently provided by two systems. Water use within the potable system has ranged from about 4,700 acre-feet to 6,600 acre-feet over the eleven year interval from 1980 to 1990. The source of water for the potable system is four wells located in the Salinas Valley groundwater basin. Water use within the nonpotable system averaged about 400 acre-feet over the four year interval from 1986 to 1989. The source of water for the nonpotable system is one well located in the Seaside groundwater basin.

The water source for Ft. Ord is being threatened by seawater intrusion. Additional studies are needed to more accurately define the boundary between the Salinas Valley groundwater basin and the Seaside groundwater basin, to locate the seawater intrusion fronts within various aquifers, to refine the understanding of the long term pumping effects, and to refine the understanding of the long term yield within the Seaside groundwater basin. Although it has been assumed that 5,000 to 6,000 acre-feet of potable water has been available to supply the existing Ft. Ord distribution system on an annual basis, currently available information suggests that this volume of water may be too high. Before reuse commitments are made, it is essential that further research be done to document the seawater intrusion risks in this area. These studies should be made part of the Ft. Ord Disposal and Reuse Environmental Impact Statement.

The stormwater drainage system appears to function without any apparent problems. Stormwater runoff from the developed area near Monterey Bay is discharged to the bay through four major outfall structures. Inland, stormwater

is often dispersed into open space areas or discharged into natural bowl-like depressions that exist throughout the base. It is estimated that about 1,700 acre-feet of stormwater flows to the Monterey Bay under average annual rainfall conditions. Future expansions of the stormwater drainage system should be done in accordance with a Master Plan of Drainage.

Fort Ord Sanitary Sewer System

The Ft. Ord sanitary sewer collection facilities consists of three separate systems. Treatment and disposal of most of the sewage is provided by the Monterey Regional Water Pollution Control Agency (MRWPCA) through a utility service agreement. The system's sewage pumping facilities are, for the most part, old and in fair to poor condition. For future use, it is expected that substantial capital operations and maintenance (O&M) expenditures would be needed to bring the system up to acceptable standards. Further study is needed to determine what capital/O&M modifications would be required, which sanitary entity should operate the system, how compliance with the MRWPCA's allocation system would be achieved and the status/disposition of Ft. Ord's purchased treatment plant capacity (3.3 MGD).

Solid Waste

Ft. Ord provides its own disposal service which currently picks up 24,425 tons of garbage per year, 40 percent from residential customers and 60 percent from commercial accounts. The Monterey Regional Waste Management District's Marina Landfill receives about 1,000 tons per day of refuse, including recyclables, and Ft. Ord's 94 tons.

Telephone Facilities

Pacific Bell serves Ft. Ord via underground copper cables from its switching center in Seaside. These cables terminate on the Army's main dial frame in the switching center on North-South Rd. Pacific Bell has no facilities in the East Garrison area, nor on Fritzsche Airfield. Development of these areas would require an extension of basic facilities.

Cable Television

Coastside Cable TV is the primary operator of CATV service on Ft. Ord under a 15-year contract with the Army (initiated on October 1, 1989). Currently, there are 95 miles of CATV line throughout Ft. Ord. All of the new housing is wired for underground service. All of the Garrison and older housing areas are overhead. The

hospital is wired for CATV service to a majority of the rooms and for data service to some of the offices.

Electric

Ft. Ord's facilities are divided into three categories: transmission, substation and distribution. Transmission systems traverse through the base. They include two 60 KV which serve Peninsula cities and Ft. Ord and two 115 KV systems which pass through the base. The base's substation is located immediately north of the hospital. Presently, the Army serves the entire base and is metered at the substation except for single meters at three housing developments and all the onpost public schools.

Gas

Transmission, regulation and distribution are the elements around which the base's gas facilities are divided. The transmission system includes 10" and 16" lines. Regulation and metering points include seven locations.

Transportation

The importance of transportation corridor is not what is currently there but what should be there. A number of transportation network facilities improvements are required before the "excessed" base properties can be fully integrated into adjacent communities and unincorporated cities. These include improvements to unconnections between Ft. Ord arterials, filling in sections of Ft. Ord's North-South/4th Avenue, consider plans to fully develop a Marina/Del Rey Oaks arterial and opening connections from Ft. Ord to Marina and Seaside.

A multimodal corridor from Salinas through Marina/Ft. Ord/Seaside to Monterey would serve any potential future land uses and reduce congestion on existing roadways. This corridor generally follows the existing alignment of Davis Road to Ft. Ord beside Merrill Rancy to Eucalyptus Rd. to Parker Flats to Ft. Ord's main gate to a new multimodal transit center at Highway 1, thence on to Monterey. The multimodal transit center is envisioned as a hub to integrate rail (heavy or commuter light rail systems), other surface transit, visitor shuttles and the highway network.

IMPACTS IDENTIFIED

The reassignment of the 7th Division from Ft. Ord to

(Army) enclave on the fort together with the disposal of the property outside the enclave will create a myriad of problems for the infrastructure now serving the fort.

Most of these problems will exist both inside and outside the enclave and can be summarized as follows:

1. Ownership of both the land and improvements of each of the 16 infrastructure components.
2. Responsibility for providing service.
3. Maintenance of facilities.
4. Operation of facilities.

OPPORTUNITIES AND CONSTRAINTS

Opportunities

1. Although many of the 16 infrastructure components are below current standards for civilian use, the redevelopment and/or reuse of the property outside the enclave must provide the opportunity to upgrade utilities, streets, etc., to meet current and future needs. These upgrades must be programmed to coincide with the land use change and should be paid for by the developer, regardless of whether the developer is a Federal operation agency, a local government, or private enterprise.
2. The Army should review its infrastructure systems to determine the best way to serve the enclave.
3. There will be an opportunity for the cities of Seaside and Marina (and possibly Sand City, Del Rey Oaks and Monterey) in cooperation with the Army, the County, the public utilities and other involved agencies, to develop infrastructure systems which serve not only the Ft. Ord area but are compatible with and supplement existing systems serving areas adjacent to Ft. Ord.
4. There will be a unique opportunity to integrate rainfall runoff and storm drainage into the water supply system at Ft. Ord with the scheduled downsizing and reuse. Earlier Army studies indicate that due to the terrain and soil characteristics, more storm runoff can be utilized, if a series of water catchment reservoirs is constructed, for percolation into the ground and as an additional source of

nonpotable water.

New buildings can be constructed to trap rain water coming out of downspouts or off impervious surfaces such as driveways or parking lots. This would help keep water stored onsite for landscape watering uses. Corps of Engineering studies show that only 49 percent of potable water used on base is eventually discharged into the sanitary sewer system. Perhaps as much as 20 to 25 percent of future landscape watering needs could be handled in this manner.

5. **Transportation Corridor.** Various agencies or groups have proposed that an intermodal or multimodal transportation center be located in the "Main Gate" area. There appears to be a "once-in-a-lifetime" opportunity to construct a new transportation corridor from Salinas to the Monterey Peninsula through the undeveloped portions of the military reservation and connecting with light rail lines and the eventual extension of Caltrain service from San Jose to Monterey through Gilroy. These proposals should be given serious consideration to determine a possible impact on all the ongoing reuse strategies.
6. **New Phone System.** The success of a new university campus, some of the other high tech projects recommended by the Economic Development Advisory Group and the Environmental Science and Technology Center recommended by the Education Advisory Group will be enhanced by provision of a twenty-first century communication network. For example, the siting of the highly-touted AT&T Language Line complex at the nearby Ryan Ranch at Monterey was influenced by the fact that all utility lines in the park are underground and that a fiber optic phone system exists for every parcel in the park. The downsizing presents a unique opportunity to upgrade the phone system to the most modern standards available.
7. **Potable Water Use.** Per capita use of potable water at Ft. Ord has dropped considerably in recent years (226 GPCD in 1980 to 119 GPCD in 1990). However, the downsizing presents a challenge to those involved in preparing reuse plans. Reuse presents a challenge to those involved to efficiently use potable water resources and institute further conservation as well as storm water runoff recycling programs.

At the same time that "excessed" Ft. Ord housing is being retrofitted with individual water, electric and gas meters, the developers or new owners could be required to install small cistern systems and other conservation systems (low-flow toilets, shower-head restrictors and recirculating hot-water line pumps). The same principles would prove even more efficient if applied to the larger buildings being renovated for new educational, commercial, research park or light industrial uses.

8. Smaller Parking Lots. Little attempt was made previously to limit the impervious surfaces within the developed areas of the base. Large parking lots only contribute to storm water drainage problems. Even though the rainwater falling on these areas should be trapped and stored for later reuse, an effort could be made to reduce the amount of impervious surfaces on the reconfigured base. If an improved mass transit system is developed by Monterey-Salinas Transit, increased use of carpooling and MST bus system will decrease the need for parking lots. Also, if a higher percent of future employees outside the enclave utilize housing located within walking or bicycling distance of their workplaces, less parking will be required. Such a plan would help reduce the negative impacts of air pollution and storm drainage erosion.
9. Air Quality. The Board of Supervisors of the Monterey Bay Unified Air Pollution Control District approved in December, 1991, the first cut of a long-term Indirect Source Review Program, which will affect the level of development throughout the tri-county air basin. Future uses of the downsized base can be planned to: 1) adhere to the new air quality regulations and 2) be such efficient users of the community infrastructure systems as to increase air quality rather than contribute to an overall decrease.
10. Wildlife Preserves. The downsizing presents an important opportunity to preserve or enhance rare, threatened and endangered species, wildlife habitat and wetlands.

Constraints

1. Water. The existing water supply for Fort Ord is threatened by seawater intrusion. Unless water from alternative sources is made available, future

use of the property will be severely limited.

2. Sewer Capacity. Ft. Ord has purchased a specific capacity in the regional sewer plant in Marina. The base has also received an allocation in the regional system based on the permits for the plant, particularly the Air Quality permit. After the capacity required by the enclave is subtracted, the remaining capacity will be a constraint on redevelopment/reuse/expansion outside the enclave. Any reuse of East Garrison will have to address existing sewer problems.
3. Congestion Management Plan and the Air Quality Management Plan have a goal of "no net increase in daily vehicle miles of travel". Most reuse strategies will be impacted by these constraints.
4. Financing Infrastructure Upgrades. There are many approaches to this problem. However, it should be noted, that Special Districts being formed for a utility type service usually start out with a zero tax base and will probably be ineligible for Special District Augmentation Funds or state assistance. Also assessment type districts must have existing property values within the district to create a bonding capacity.
5. Rights of Way. Rights of way and easements will be required for the transportation corridors and other utility/infrastructure systems.

CONCEPTS EVALUATED

In general, an array of concepts ranging from continued Army ownership and operation of the infrastructure components both inside and outside the enclave (status quo) were considered. They included having each jurisdiction (Army, Seaside, Marina, County) decide how infrastructure components shall be handled or having a special utilities and transportation district take over the infrastructure for the entire Ft. Ord area.

1. Water Supply and Distribution. The existing potable water system serves the Main Garrison (including the proposed enclave), East Garrison and Fritzsche Airfield. It will be expensive to bring the system up to current civilian standards. To divide the system into two or more systems will add more costs. Providing an adequate water supply requires more study as well as money.
2. Storm Drains. In order to provide an adequate

water supply for the Ft. Ord area all sources of potable and non-potable water need to be explored. "Hydrology at Ft. Ord and Vicinity", final report, May 1975, Army Corps of Engineers and CH2M Hill and "Long-Range Water Supply Development for Ft. Ord", U.S. Army Corps of Engineers, 1986, are two of the reports which need to be studied as a start toward implementing conclusions 3, 4, and 5 of the Water Subcommittee report.

3. Sewer Collection and Disposal. The Main Garrison (including both the proposed enclave and the area outside) is served by a single system connected to the Monterey Regional Water Pollution Control Agency system. Fritzsche Airfield is also connected to the MRWPCA system. East Garrison is essentially without a disposal system that would accommodate any increased use. A new plant with necessary permits or a connecting line to Fritzsche Airfield are two possibilities.
4. Solid Waste Collection. City franchise for two cities involved. County franchise for unincorporated area. Contract permit for enclave. Collection in Ft. Ord is now handled by a single company while a different company collects in both Seaside and Marina outside of Ft. Ord.
5. Solid Waste Disposal. At the Marina site, buy in arrangements for both the enclave and the relinquished area need to be worked out.
6. Gas. Supplied by PG&E. Open market purchase mentioned but not evaluated. Distribution by PG&E special district, Army or combination.
7. Electric. Power furnished by PG&E. Distribution by PG&E, cities, special district, Army, or combination.
8. Phone. Current system operated by Pacific Bell and Army.
9. TV Cable. Similar to solid waste collection.
10. Highway Network. Highway 1 should continue to be maintained and operated by Caltrans (as should Highway 68 and Highway 218). The County and Marina should continue maintenance and operation of Reservation Rd. The County should continue with maintenance and operation of Blanco Rd. The major interior highway network (North-South Rd., Imjin, Inter-garrison, and future arterial and major collectors) should be maintained and operated by

the cities and/or the county, including those segments through the enclave.

11. Local Streets. Public vs. private ownership. The final decision should depend upon the land use and cities and counties having jurisdiction.
12. Bus. MST runs a first rate bus system. Greyhound has shown no interest in local service. MST should reroute and expand its service as the area outside the enclave develops.
13. Rail. Southern Pacific Transportation Company owns and operates a rail freight connection between Ft. Ord and Castroville.
14. Fritzsche Army Airfield. This presently is part of the air transportation connection between Ft. Ord and Hunter-Liggett. It is also key to the MAST operation for the Central Coast. It may become a part of the area's general aviation facilities.

ALTERNATIVES DEVELOPED

The 16 infrastructure components listed above present the community with the full range of priorities any major development project must consider. Thus, the list of alternatives were reviewed within the work of the Advisory Group's nine subcommittees rather than in summary form for the entire Utility/Infrastructure Strategy Report. These many and varied possibilities are listed in detail later in the report.

Separating infrastructure components in such a way as to properly serve the Army enclave, the two included cities, the three bordering cities and the County will probably involve a step-by-step analysis for each component.

COMPARISON OF ALTERNATIVES

Unlike the analysis performed on concepts by many of the other Advisory Groups, Utility/Infrastructure (U/I) had to approach these proposals from the opposite end of the spectrum. If, for instance, the Economic Development Advisory Group evaluated dozens of proposals and recommended proceeding with 15 of those, U/I had to consider if the infrastructure existed to support each of the concepts. Looking at the net positive impact of each on the local economy was not with our purview. The U/I Advisory Group was tasked with analyzing the impacts on

infrastructure, not on the economy. It had very little opportunity to compare alternatives. Either they existed or were totally lacking - one or the other.

RECOMMENDATIONS

The following recommendations were made by consensus of members of the Advisory Group.

1. **Utilities Delivery.** A decision on how utility services will be delivered to customers after downsizing occurs will be made by those political jurisdictions which hold the appropriate land use decision-making prerogatives. A general consensus developed among Utility/Infrastructure Advisory Group members was that the appropriate jurisdictions should be encouraged to work toward a development of consolidated service policies. This would be built around the notion of "one service purveyor" wherever possible. A consolidated approach to water service delivery would be a particularly important aspect.
2. **Moderize Infrastructure as New Uses Occur.** As land use changes, utilities and other infrastructure components must be brought up to standards. This should be the primary responsibility of the land owner or developer and should include the land inside as well as outside the enclave.
3. **Water Supply.** This is the most critical of the sixteen listed infrastructure components. The existing supply must be managed in such a way that the distribution system can continue to function until long range plans can be made and implemented.
4. **Increase Use of Nonpotable Water for Landscape Irrigation.** The nonpotable water distribution system should be maintained as a separate system for landscape irrigation and irrigation of golf course areas. Alternative sources of nonpotable water need to be investigated.
5. **Inter-Basin Water Transfer.** Water supplied by wells in the Salinas Valley groundwater basin must be kept within the existing water distribution system service area. The transfer of any additional water from the Salinas Valley groundwater basin shall be in accordance with Section 9(u) and Section 21 of the Monterey County Water Resources Act.
6. **Fritzsche Army Airfield.** The Fritzsche field

facilities improvements exceed that which would be needed to support aeronautical activities for a light general aviation airport. Alternatives for conversion of the "excess" property to aeronautical needs should include an airport industrial park proposal.

7. **Enclave.** As the enclave is created and the balance of Ft. Ord property is relinquished to civilian uses, attention must be given to the utilities and other infrastructure components so that the end results are systems which service not only the enclave but also the balance of the main garrison. This should be the Army's financial responsibility as a part of the base closure.
8. **Arterial Road Connections.** In order to provide timely assimilation of the area outside the enclave into the cities of Seaside and Marina, connections between Ft. Ord streets and city streets must be constructed. A committee representing the two cities, Monterey-Salinas Transit and the Army should begin working on this problem as one of the early steps in implementing the base closure strategy. These street connections will be necessary for police and fire protection as soon as the Army vacates. The recommended street connections should be constructed at the Army's expense.
9. **Develop Adequate Infrastructure Components.** The future of the redevelopment and/or reuse of the area outside the enclave will depend on adequate infrastructure components. These cannot all be detailed at this time; however, provisions in the final strategy to assure that adequate rights of way for the arterial corridors and major collector highways, the utilities and other public facilities are either conveyed or reserved when the Army relinquishes jurisdiction.

Land should be reserved for a corporation yard for Monterey-Salinas Transit and for an intermodal transportation center located near the main gate. If it is decided to convert Fritzsche Airfield to a general aviation facility maximum protection for property necessary for future runway extension should be provided.
10. **Study the Current Location of Seawater Intrusion Areas Surrounding Fort Ord.** Although it has been assumed that 5,000 to 6,000 acre-feet (AF) of potable water has been available to supply the existing Ft. Ord distribution system on an annual

basis, currently available information suggests that this volume of water may be too high. The nonpumping water levels for wells 29, 30, 31, and 32 are below mean level. Water levels below mean sea level encourage the inland movement of seawater. Before reuse commitments are made, it is essential that further research be done to document the seawater intrusion risks in this area. These studies should be made part of the Ft. Ord Disposal and Reuse Environmental Impact Statement.

11. **All Fort Ord Water Connections Should Have Flow Meters Installed.** The installation of water meters at water production facilities and all points of delivery within the water distribution system is needed. Specifically within the water distribution system, water meters are needed to determine water use within the Salinas Valley groundwater basin, the Seaside groundwater basin, the portion of Ft. Ord in the Monterey Peninsula Water Management District, the portion of Ft. Ord in the Monterey County Water Resources Agency; and water use by Federal entities, the Marina County Water District, and others.
12. **Conduct Dual Pipeline Feasibility Studies.** A feasibility study on the installation of dual pipelines for the delivery of nonpotable water in newly developed areas and existing areas is needed. Potential sources of nonpotable water are treated sewage effluent, stormwater, water from groundwater cleanup activities, brackish water, and grey water.
13. **Minimize the Number of Fort Ord Sanitary Entities.** Creation of new sanitary entities to provide operation and maintenance services to the Ft. Ord system should be minimized.
14. **Highway Network.** Highway 1 should continue to be maintained and operated by Caltrans (as should Highway 68 and Highway 218). The County and Marina should continue maintenance and operation of Reservation Rd. The County should continue with maintenance and operation of Blanco Rd. The major interior highway network (North-South Rd., Imjin, Intergarrison and future arterials and major collectors) should be maintained and operated by the city or county.

FOLLOW-ON REQUIREMENTS

1. The Task Force and the communities need a clear statement on Army plans for ownership and distribution of utilities and infrastructure to support the enclave. There are several key studies required concerning water rights, utilities distribution systems, easements and rights of way. The results of these studies will shape the redevelopment strategy and subsequent plans. The Army must work cooperatively through the EIS process and by other means to develop the best plans regarding utility and infrastructure systems.
2. In addition to the EIS being prepared for the Army Corps of Engineers, all of the individual water studies being undertaken or planned will hold the key to Ft. Ord's future.
3. Caltrans Division of Aeronautics is initiating a study of military airfields on the DoD base closure list. It may develop further information. The Ft. Ord Economic Development Authority has applied for a federal grant to study airfield reuses. The proposed study could influence many of the most important development decisions made by the City of Marina over the next ten years, and could decide Fritzsche Airfield's future use.

STRATEGY REPORT

The enclosed reports reflect the combined efforts of many people to develop baseline data regarding the water supply system, the stormwater drainage system, the sanitary sewer system, and solid waste solid waste issues related to the Ft. Ord base closure. The reports describe existing conditions as we know them and highlight capacity limitations or gaps in our knowledge that require further investigation as part of planning for reuse of Ft. Ord.

Currently available information suggests that amount of water available to the Ft. Ord area could be less than has previously been assumed. Before reuse commitments are made, it is essential that further research be done to document the seawater intrusion risks in this area. These studies should be made part of the Ft. Ord Disposal and Reuse Environmental Impact Statement.

The stormwater drainage system appears to be functioning without problems.

There are important uncertainties about the condition and capacities of the sanitary sewer system, and serious concern about the current lack of sewer system maintenance during the transition period.

Solid waste disposal capacity is available.

Substantial investment of funds will be needed to conduct the necessary investigations. The Ft. Ord Task Force should develop a plan for the timing and funding of this essential work.

We wish to report that we believe the committee structure functioned well. It succeeded in focusing our best expertise on these difficult issues in a short period of time. We thank all those who served for their cooperation and support, and those who provided information for their swift and professional handling of our requests for assistance.

Our committees will be available to respond to any future requests for assistance.

Patricia Hutchins
Chair of Water, Sewer and Solid Waste Committee
Fort Ord Task Force

WATER, SEWER & SOLID WASTE COMMITTEE

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Report to The Fort Ord Community Task Force
On
Fort Ord Water Supply System

William F. Hurst
Chair of Water Subcommittee
of the Water, Sewer and Solid Waste
Committee of the Fort Ord Base Closure
Task Force

Fort Ord Water Supply System
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FORT ORD WATER SUPPLY SYSTEM

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FORT ORD WATER SUPPLY SYSTEM

EXECUTIVE SUMMARY

Water service within Ft. Ord is currently provided by two systems. There is a potable system that provides treated water to the Main Garrison, Fritzsche Airfield and the East Garrison. There is a nonpotable system that provides water for the golf course area within the Main Garrison.

The potable water system serves an area about five miles in length and five miles in width. In generalized terms, water from four wells located in the Salinas Valley is piped to the Main Garrison where it is elevated to the various pressure zones by a series of booster pumps. Under current conditions, some water is transferred from the Salinas Valley groundwater basin to lands overlying the Seaside groundwater basin. The water source for the base is being threatened by seawater intrusion.

The water source for the nonpotable system is groundwater from one well in the Seaside groundwater basin. The golf course area irrigated by this well overlies the same basin.

Water use within the potable system has ranged from about 4,700 acre-feet (AF) to 6,600 AF over the eleven year interval from 1980 to 1990. In 1990, the potable water system served about 5,300 AF to an effective population of about 40,000 persons resulting in a per capita consumption rate of about 120 gallons per day. The per capita consumption rate in 1980 was about 225 gallons per day and the effective population was about 22,000 persons. Rough estimates of future changes in water use can be made using the historic per capita water consumption rate and changes in population.

Water use within the nonpotable system averaged about 400 AF over the four year interval from 1986 to 1989. The maximum historic water use for Ft. Ord is about 7,000 AF and consists of about 6,600 AF pumped from the Salinas Valley groundwater basin for potable use and about 400 AF pumped from the Seaside groundwater basin for nonpotable use.

Water pumped from the Seaside groundwater basin for golf course irrigation is anticipated to remain at about 400 AF per year. This use could be decreased in the future if reclaimed water sources are developed.

Division of the potable water system between two or more government entities or private water purveyors could

entail a substantial cost. The jurisdictions and spheres of influence of various entities need to be considered. The nonpotable water distribution system should be maintained as a separate system for landscape irrigation and irrigation of golf course areas. Water supplied by wells in the Salinas Valley groundwater basin must be kept within the existing water distribution system service area. The transfer of any additional water from the Salinas Valley groundwater basin shall be in accordance with the Monterey County Water Resources Agency Act. Any connections between the existing Ft. Ord water delivery system and other water delivery systems should be to supply water under emergency conditions only.

Additional studies are needed to more accurately define the boundary between the Salinas Valley groundwater basin and the Seaside groundwater basin, to locate the seawater intrusion fronts within the aquifers from which Ft. Ord wells 29, 30, 31, and 32 pump water in the Salinas Valley groundwater basin, to refine the understanding of the long term pumping effects due to the operation of wells 29, 30, 31, and 32 within the Salinas Valley groundwater basin, and to refine the understanding of the long term yield within the Seaside groundwater basin. Additional studies should include the installation of test/monitoring wells and the completion of geologic/geophysical work, the collection of water quality data and water level data, the completion of aquifer performance tests, the development of a comprehensive groundwater model, and the reevaluation of data collected since wells 29, 30, 31, and 32 became operational.

Although it has been assumed that 5,000 to 6,000 AF of potable water has been available to supply the existing Ft. Ord distribution system on an annual basis, currently available information suggests that this volume of water may be too high. The nonpumping water levels for wells 29, 30, 31, and 32 are below mean level. Water levels below sea level encourage the inland movement of seawater. Before reuse commitments are made, it is essential that further research be done to document the seawater intrusion risks in this area. These studies should be made part of the Ft. Ord Disposal and Reuse Environmental Impact Statement.

Water meters at water production facilities and all points of delivery within the water distribution system are needed. The installation of dual pipelines for the delivery of nonpotable water needs to be studied. Provisions need to be instituted to ensure that the existing water system is maintained during the transition period. An evaluation of the present condition of the system should be made. Any users of water within the area must participate in mandated water conservation measures

as promulgated by the Agency of jurisdiction. Ft. Ord officials need to be contacted concerning the retention of selected wells to monitor groundwater conditions.

PURPOSE OF REPORT

The purpose of this report is to provide a description of the existing water system on Ft. Ord, to provide information on historic water use, to provide preliminary information on the availability of water for proposed changes in water use linked to the reuse of Ft. Ord, and to develop a set of conclusions related to the water system.

BACKGROUND AND SCOPE

There have been numerous reports prepared regarding the many facets of the Ft. Ord water supply system over the years. Recent changes in the water supply system include the abandonment of the old northwest well field within the Main Garrison due to seawater intrusion and other water quality contaminants, the installation of four new inland wells along Reservation Road, the construction of a pipeline interconnecting the Main Garrison with the East Garrison, and distribution system extensions to serve new housing areas. This report includes both a current description of the water system components as well as a description of recent water use. It does not address those parts of Ft. Ord that are not within the service area of the existing water distribution system.

The information presented here is based on a review of published reports, annual reports by Ft. Ord officials to the State Health Department, and information provided by personnel from the Ft. Ord Directorate of Engineering and Housing (DEH). References used for this report are included in the Bibliography. Personnel at DEH contacted for this report include Mr. Pete Heckenlaible, Mr. Harold Field, and Mr. Rich Ducoing.

This analysis has been prepared by the Water Subcommittee of the Water, Sewer and Solid Waste Committee of the Ft. Ord Task Force. The Chair for the Water Subcommittee is Mr. William F. Hurst. Other members of the Water Subcommittee include Ms. Pat Bernardi, Mr. Jim Cofer, Ms. Jan Collins, Mr. Larry Foy, Mr. Dick Heuer, Ms. Jane Haines, Mr. Lauran Howard, Ms. Patricia Hutchins, Mr. Ted Mills, Mr. Mike O'Bryon, Mr. Joe Oliver, Mr. Granville Perkins, Mr. Jim Perrine, Mr. Narayan Thadani, Mr. Kevin Walsh, and Mr. W. C. Woodworth.

SUMMARY DESCRIPTION OF SYSTEM

Ft. Ord has two separate water supply systems. One system serves potable water within the Main Garrison, Fritzsche Airfield and the East Garrison. The other system serves raw water for irrigation of the golf course area within the Main Garrison.

The potable water system serves an area approximately five miles in length and five miles in width. Potable water use represents 92 to 94 percent of the total water use on the base. The source of potable water for this system is groundwater from several wells located within the Salinas Valley groundwater basin located 3.5 to 4.4 miles inland from the coast. A portion of the potable water delivery system is located outside the Salinas Valley groundwater basin. The water is chlorinated and fluoridated prior to delivery.

The nonpotable water system serves an area approximately one mile in length and one mile in width. Nonpotable water use represents 6 to 8 percent of the total water use for the base. The source of water for this system is normally one well that extracts water from the Seaside groundwater basin, the "Golf Course" well. All of the service area for this system overlies the Seaside groundwater basin. This water is not treated. The water system was constructed in anticipation of using reclaimed water for irrigation of the golf course. The Ft. Ord's sewage treatment plant, previously identified as a potential source of reclaimed water has been taken out of service. Water from the potable water system can be transferred to the nonpotable system when the well currently providing the irrigation water is nonfunctional.

Figure 35 is a map of the potable water system. It shows the locations of wells, major pipelines, pump stations, and reservoirs. The service areas within the various pressure zones are shown on Figure 36. Figure 37 is a map of the nonpotable water system. It shows the locations of a single supply well, one reservoir, and the interconnecting pipeline. The service area for this system is also shown in Figure 36.

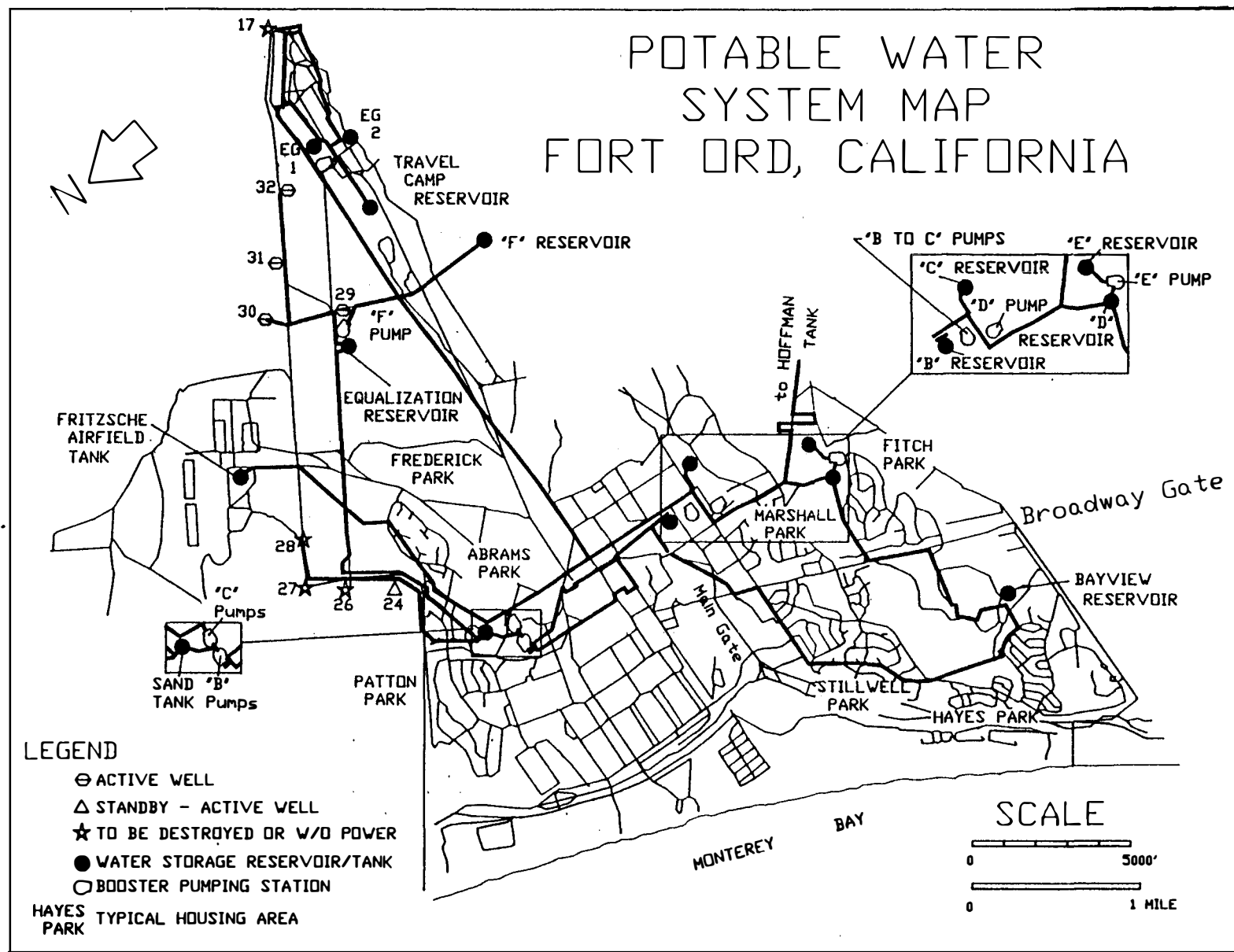
POTABLE WATER SYSTEM

Groundwater from the Salinas Valley groundwater basin has always been the only source of water for potable water use within the Main Garrison, Fritzsche Airfield, and the East Garrison. At the present time, four active wells (numbers 29, 30, 31, and 32) located 3.5 to 4.4 miles inland from the coast along Reservation Road are the primary source of water for the potable water system. In

addition, there is one standby well (number 24) that is high in chlorides but could be used during periods of high demand if properly blended.

Well 17 at the East Garrison is without power. Wells 26, 27, and 28 are not used and are scheduled to be destroyed. All other wells drilled within the Main Garrison and East Garrison to supply potable water have been destroyed or are scheduled to be destroyed. Wells 24, 26, 27, and 28 are located approximately 2 miles inland from the coast.

POTABLE WATER SYSTEM MAP FORT ORD, CALIFORNIA



D-30

FIGURE 35

Source: Developed from Philpot Water Maps, 1984, and information provided by Ft. Ord personnel.

D-31

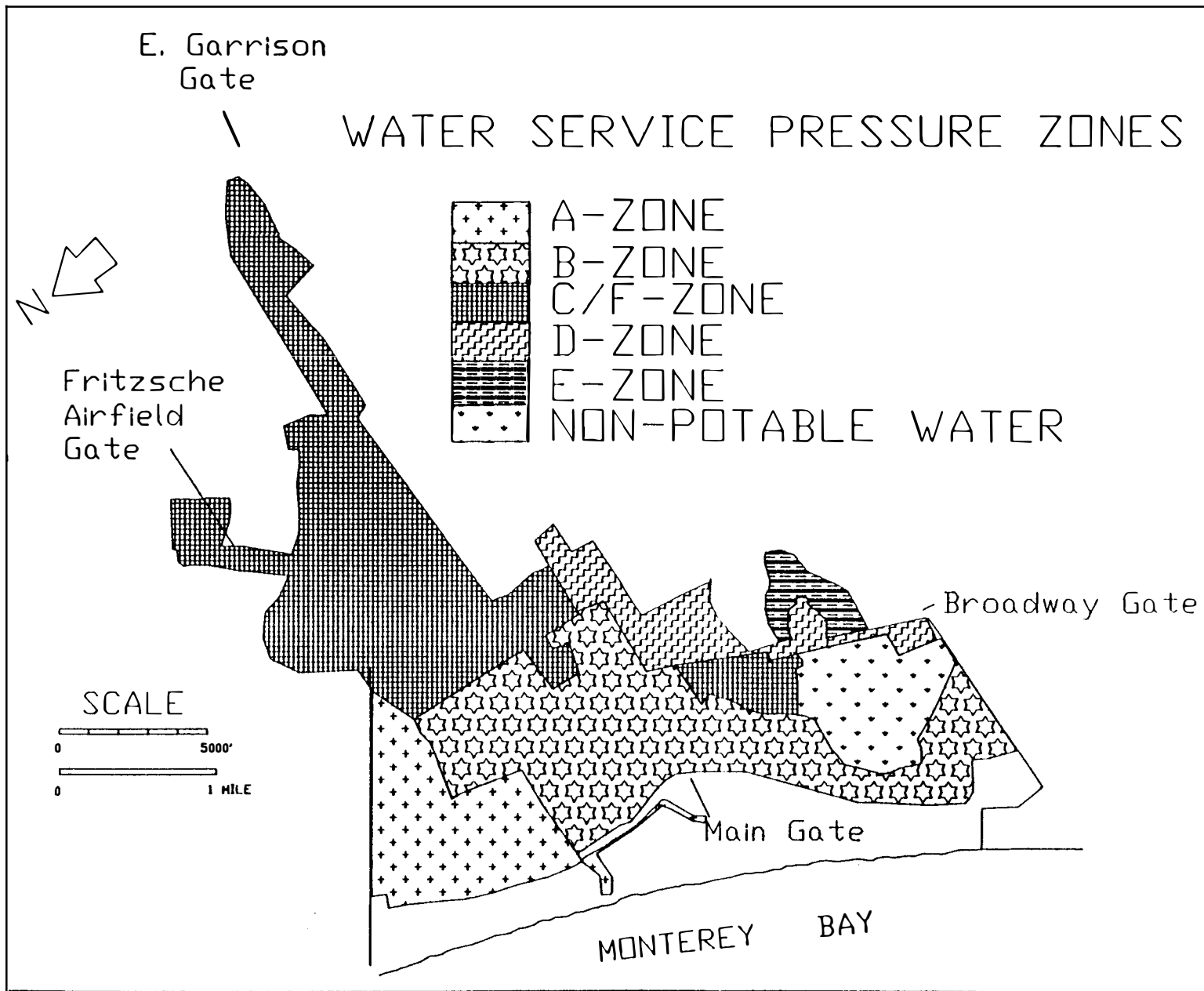
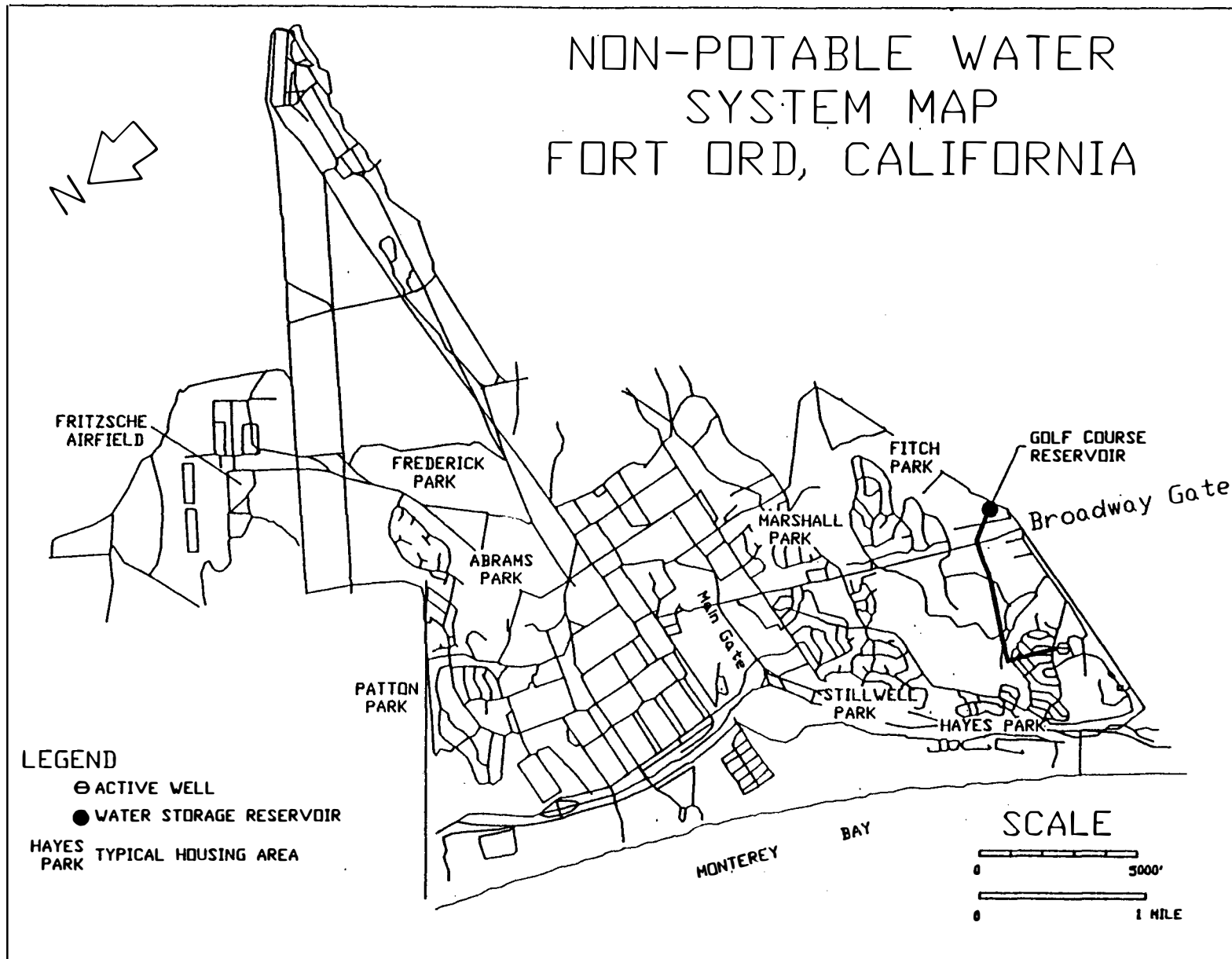


FIGURE 36

Source: Developed from Beach-Philpot Water Maps, 1984,
and information provided by Ft. Ord personnel



Source: Developed from Beach-Philpot Water Maps, 1984,
and informa provided by Ft. Ord personnel.

SUMMARY OF FORT ORD WELL DATA

Military Well No./Name	Date Drilled	Depth (feet)	Perforation (feet)	* Status	Current Capacity (gpm)
1	1935	720	Unknown	? Destroyed ?	-
2	1934	226	188 - 222	To be Destroyed	-
3	1919	281	184 - 275	To be Destroyed	-
4	1912	485	436 - 460	? Destroyed ?	-
5	1927	227	193 - 196	? Destroyed ?	-
6	1940	817	468 - 745	? Destroyed ?	-
7a	1940	200	Unknown	To be Destroyed	-
7b	1940	850	Unknown	To be Destroyed	-
8	1940	856	184 - 275	? Destroyed ?	-
9	1940	836	314 - 833	? Destroyed ?	-
10	1940	862	185 - 791	Destroyed	-
11	1941	760	180 - 627	Destroyed	-
12	1941	756	118 - 721	Destroyed	-
14	1941	706	150 - 240	Destroyed	-
17EG	Unknown	343	Unknown	No Power	350
18	1952	500	140 - 208	Destroyed	-
19	1952	320	190 - 225	Destroyed	-
21	1952	290	175 - 285	Destroyed	-
23	1952	286	135 - 207	Destroyed	-
24	1963	404	176 - 345	Standby	900
25	1963	410	175 - 370	Destroyed	-
26	1962	407	152 - 369	To be Destroyed	-
27	1968	560	218 - 528	To be Destroyed	-
28	1968	450	164 - 433	To be Destroyed	-
29	1984	550	315 - 570	Active	1,800
30	1984	485	315 - 575	Active	3,200
31	1984	490	285 - 470	Active	3,200
32	1984	520	260 - 500	Active	2,500
Golf Course	Unknown	543	170 - 220	Active	450

* Destroyed Well - A well that has been properly filled so that it cannot produce water nor act as a vertical conduit for the movement of groundwater.

Source: Developed from 1986 Grotechnical Consultants report, 1985 Thorup report, 1990 Harding Lawson report, and input from Ft. Ord personnel.

Exhibit 12 shows the construction date, depth, and perforation intervals for the majority of wells drilled within the Main Garrison and East Garrison. Wells have been destroyed for various reasons. These include high chlorides linked with seawater intrusion, contamination with volatile organics, and high sanding rates. The historic trend has been to construct replacement wells farther inland from the coast and to use deeper aquifers. The last four replacement wells (29, 30, 31, and 32) are located in an area with thicker aquifer sediments. Consequently, smaller drawdowns of the groundwater surface occur when water is pumped from the wells. These replacement wells are located 3.5 to 4.4 miles inland from the coast and are farther from the source of seawater intrusion.

Harding Lawson Associates performed a well investigation in 1990. Exhibits 5A, 5B, 5C, and 5D summarize the status of water supply wells included in the investigation. The locations of the wells included in the investigation are shown in Exhibits 6A, 6B, and 6C. Ft. Ord needs to be contacted as soon as possible concerning the retention of selected wells to monitor groundwater conditions. This information is essential to manage local groundwater supplies and to assess the movement of seawater intrusion.

The pumping capacities for the active and standby wells are as follows:

NAME	STATUS	CAPACITY
Well 29	Active	1,800 gpm
Well 30	Active	3,200 gpm
Well 31	Active	3,200 gpm
Well 32	Active (Out of Service)	2,500 gpm
Well 24	Standby	900 gpm
	TOTAL	11,600 gpm

Well 32 was taken out of service in March 1990. It is not known when this well might once again be operational. With well 32 out of service, the total pumping capacity is reduced to 9,100 gpm.

Figure 35 is a schematic profile of the potable water distribution system. The distribution system is separated into five zones based on relative elevation and the location of existing pipelines. The service elevations range from 60 feet above mean sea level to 480 feet above mean sea level.

SUMMARY OF 1990 FORT ORD WELL INVESTIGATION

Military Well No./Name	Site	Outcome of Investigation by Harding Lawson Associates
1	Main Garrison	A) Well was used for water supply until about 1953. B) Magnetic anomaly found indicating presence of the well.
4	Range Control Area	A) No magnetic anomaly indicating well was found. B) Abandonment or filling of well is not documented or referred to in any reports.
5	Barloy Canyon	A) Destruction of well recommended. B) Well appears to be filled with debris or to have an obstruction near the surface. C) Casing is open and above ground. D) Well is not known to have been destroyed.
6	Main Garrison	A) Prior report states that plugging of well with neat cement was recommended and probably done in 1951 or 1952. B) Magnetic anomaly found indicating presence of well. C) No documentation verifying plugging of well exists.
7a	Main Garrison	A) Hand written note on well log says abandoned. B) Prior report states that plugging of well with neat cement was recommended and probably done in 1951 or 1952. C) Two magnetic anomalies found indicating possible location of well. D) No documentation verifying plugging of well exists.
7b	Main Garrison	A) Well log says test hole. B) No reference to abandonment or destruction exists. C) Magnetic anomaly found indicating possible presence of well. D) No documentation verifying plugging of well exists.

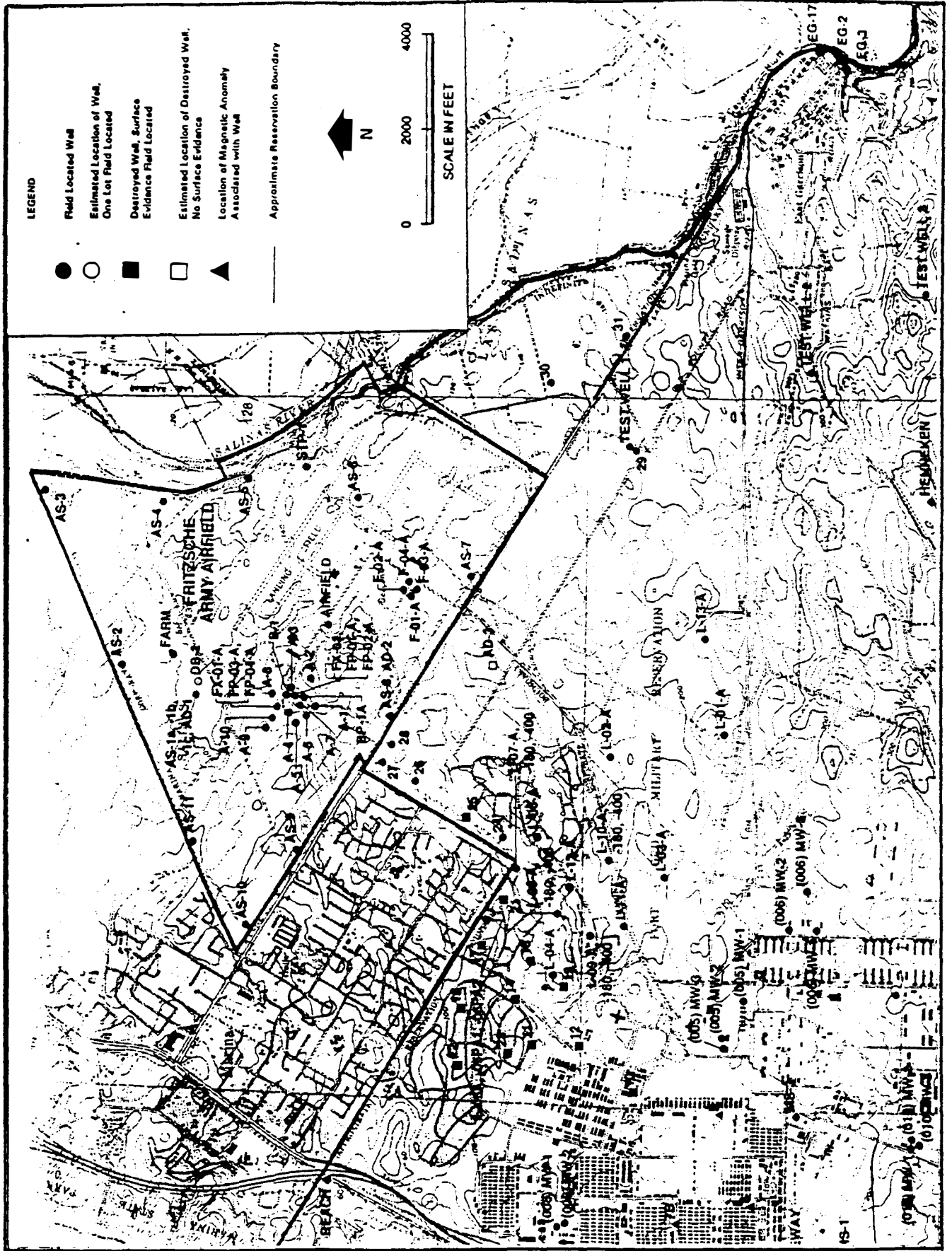
Source: 1990 Harding Lawson report.

- 8 Main Garrison A) Prior report states that plugging of well with neat cement was recommended and probably done in 1951 or 1952.
B) Magnetic anomaly found indicating presence of well.
C) No documentation verifying plugging of well exists.
- 9 Main Garrison A) Prior report states that plugging of well with neat cement was recommended and probably done in 1951 or 1952.
B) Magnetic anomaly found indicating presence of well.
C) No documentation verifying plugging of well exists.
- 10 Main Garrison A) Prior report states that plugging of well with neat cement was recommended and probably done in 1951 or 1952.
B) Internal DEH memo indicates well may not have been filled until 1989.
C) The first several feet of concrete were jackhammered out of casing in an effort to determine how much of the well was filled.
- 11 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 12 Main Garrison A) Prior report states that plugging of well with neat cement was recommended and probably done in 1951 or 1952.
B) Internal DEH memo indicates well may not have been filled until 1989.
C) The first several feet of concrete were jackhammered out of casing in an effort to determine how much of the well was filled.
- 14 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 16 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.

- 17 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 17EG East Garrison A) Analysis should be conducted to determine if well should remain active even though information on seal and other construction details is missing.
- 18 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 19 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 21 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 22 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 23 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.
- 24 Main Garrison A) Maintain well for stand by water supply and monitoring use.
B) Irrigation or fire fighting uses should also be considered.
C) Water affected by seawater intrusion.
- 25 Main Garrison A) Destroyed in 1989 using pressure grouting techniques.
B) Destruction records filed and permits issued from Monterey County Health Dept.

- | | | |
|-------------|------------------|--|
| 26 | Main Garrison | <ul style="list-style-type: none"> A) Pump failed and was not repaired or replaced because of high chloride levels. B) Maintain well for future use or monitoring of 180 foot aquifer. |
| 27 | Main Garrison | <ul style="list-style-type: none"> A) Well not used because of high chloride levels. B) Maintain well for stand by supply and monitoring use. |
| 28 | Main Garrison | <ul style="list-style-type: none"> A) Wells is inactive because volatile organic compounds have been detected in the well on a sporadic basis. B) Maintain well for future use of monitoring. C) Irrigation or firefighting use should be considered by the Army. |
| 29 | Main Garrison | <ul style="list-style-type: none"> A) Maintain wells for current use of water supply. |
| 30 | Main Garrison | <ul style="list-style-type: none"> A) Maintain wells for current use of water supply. |
| 31 | Main Garrison | <ul style="list-style-type: none"> A) Maintain wells for current use of water supply. |
| 32 | Main Garrison | <ul style="list-style-type: none"> A) Maintain wells for current use of water supply. |
| Golf Course | Golf Course Area | <ul style="list-style-type: none"> A) Maintain well for current use of irrigating golf course. |

Well Locations, Fort Ord and Fritzsche Army Airfield



Source: 1990 Harding Lawson report.

FIGURE 38

Well Locations, Fort Ord and Fritzsche Army Airfield

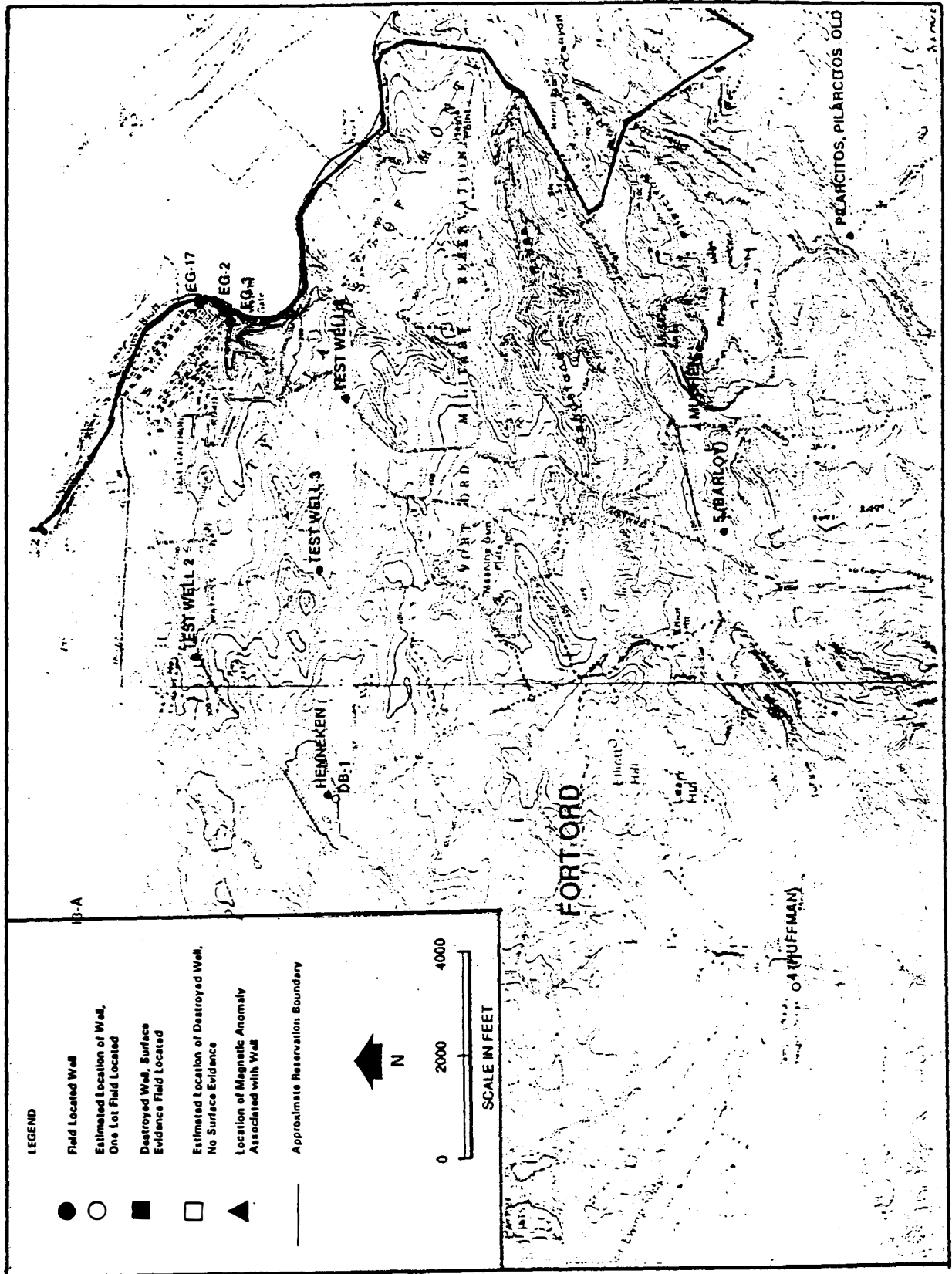
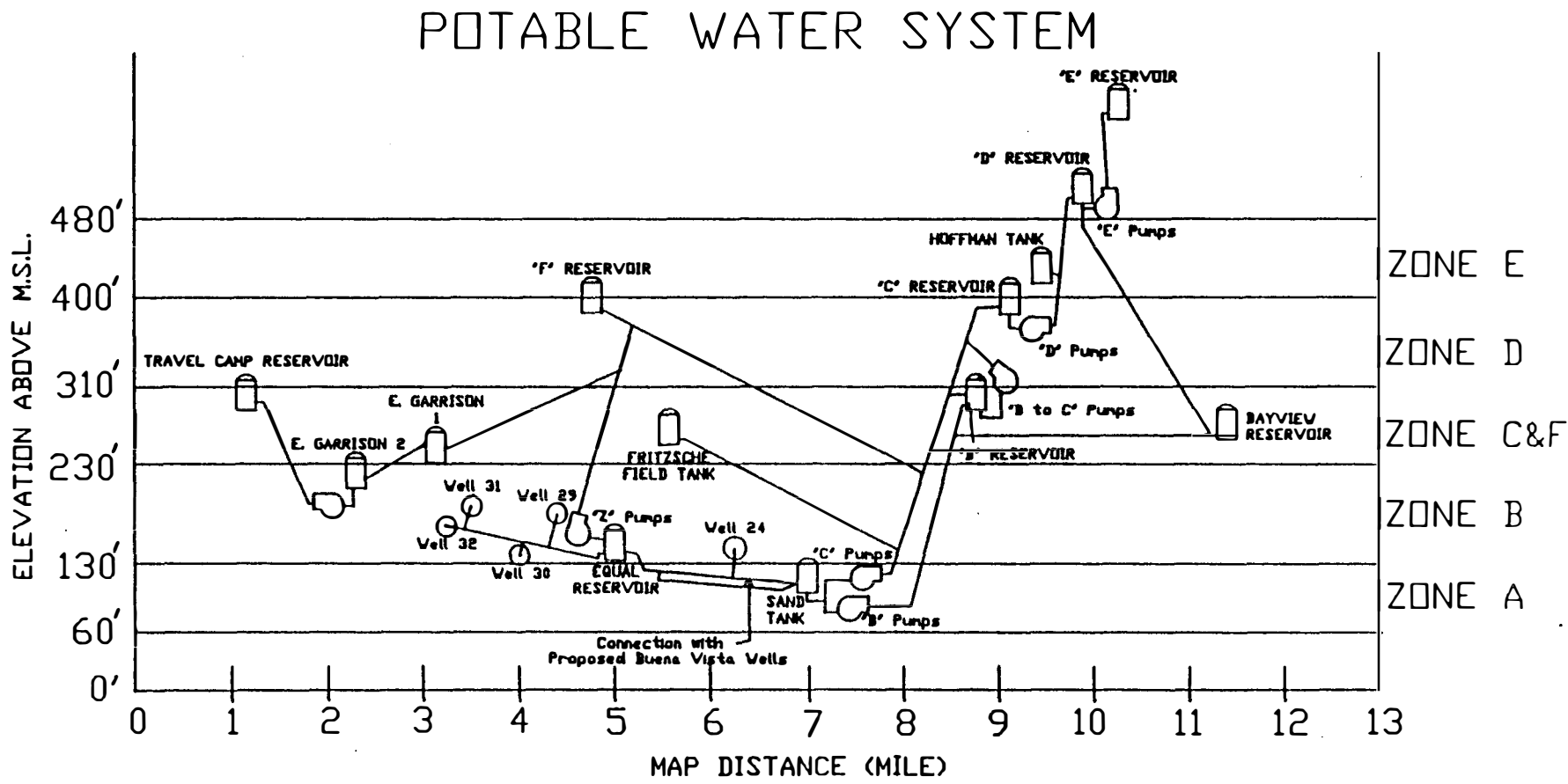


FIGURE 40

Source: 1990 Harding Lawson report.



Source: Developed from Beach-Philpot Water Maps, 1984, and information provided by Ft. Ord personnel.

The service elevations for the various zones are as follows:

<u>ZONE</u>	<u>SERVICE ELEVATION</u>
A	60 to 130 feet
B	130 to 230 feet
C & F	230 to 310 feet
D	310 to 400 feet
E	400 to 480 feet

The change of elevation within a zone ranges from 70 to 100 feet. The zones are designed to provide a minimum pressure at any service connection of 40 pounds per square inch (psi) and a maximum pressure of 60 psi under normal operating conditions. The locations of the various zones are shown in Figure 36.

Wells 29, 30, 31, and 32 deliver water by pipeline to an equalization storage reservoir with a capacity of 69,000 gallons. A booster pump near the equalization reservoir can transfer a portion of the water produced by these wells to a new pipeline that joins the Main Garrison and Fritzsche Airfield with the East Garrison. This booster is a standby facility. The capacity of the pumping station is 1,400 gpm. The remaining water produced from wells 29, 30, 31, and 32 plus water from any standby wells is delivered by pipeline to a 1.0 million gallon reservoir designated the "Sand Tank". This reservoir acts as a forebay for the main booster pumping station located in the Main Garrison area. Chlorination and fluoridation of the water supply can take place here as well as at the pumping station near the equalization reservoir.

The main booster station has eight pumps with a total capacity of 11,040 gpm. Three of the eight pumps with a total capacity of 5,720 gpm transfer water to Reservoir "B" and the Bayview Reservoir. Five of the eight pumps with a total capacity of 5,320 gpm transfer water to Reservoir "C", the Fritzsche Airfield Tank, Reservoir "F", East Garrison Reservoir 1, and East Garrison Reservoir 2. A booster pump at the East Garrison transfers water to the Travel Camp Reservoir.

Reservoir "B" and the Bayview Reservoir supply the distribution system in pressure Zone "B" within the Main Garrison. Through the use of pressure reducing valves, the distribution system in Zone "A" within the Main Garrison is also served by these reservoirs. Reservoir "B" has a storage capacity of 2 million gallons and the Bayview reservoir has a storage capacity of 200,000 gallons. The total storage capacity of these reservoirs is 2.2 million gallons. The Bayview Reservoir also

receives water from Reservoir "D" via pressure reducing valves.

Reservoir "C" has a storage capacity of 2 million gallons and supplies pressure Zone "C" within the Main Garrison, Fritzsche Airfield, and pressure Zone "F". The Fritzsche Airfield Tank has a storage capacity of 300,000 gallons. The total storage capacity for these two reservoirs is 2.3 million gallons.

Pressure Zone "F" was created as an administrative function associated with construction of the new pipeline connecting the Main Garrison and Fritzsche Airfield with the East Garrison. Reservoirs within pressure Zone "F" include Reservoir "F" with a storage capacity of 2 million gallons, East Garrison Reservoir 1 with a storage capacity of 200,000 gallons, East Garrison Reservoir 2 with a storage capacity of 200,000 gallons, and the Travel Camp Reservoir with a storage capacity of 65,000 gallons. The total storage capacity of these reservoirs is 4.765 million gallons.

Booster pump station "B to C" is located adjacent to Reservoir "B" and has the capability of transferring water from Zone "B" to Zones "C & F" at the rate of 2,000 gpm.

Booster pump station "D" is located adjacent to Reservoir "C" and has the capability of transferring water to Reservoir "D" at the rate of 3,050 gpm for pressure Zone "D" within the Main Garrison. Reservoir "D" has a storage capacity of 2 million gallons. The Hoffman Tank with a capacity of 60,000 gallons also provides storage within pressure Zone "D". The total storage capacity of these two reservoirs is 2.06 million gallons.

Booster pump station "E" is located adjacent to Reservoir "D" and has the capability of transferring water to Reservoir "E" at the rate of 480 gpm for pressure Zone "E" within the Main Garrison. Reservoir "E" storage capacity is 250,000 gallons.

Exhibit 14 summarizes the characteristics of the thirteen reservoirs within the potable water system.

The total pumping capacity of the active and standby wells for the potable water system is 11,600 gpm. With well 32 out of service, the total pumping capacity is reduced to 9,100 gpm. The total storage capacity of the reservoirs for the potable water system is 10.344 million gallons.

A physical inspection of the system should be conducted as an early measure to be taken before considering other uses or intensification of uses at Ft. Ord.

FORT ORD POTABLE WATER SYSTEM RESERVOIRS

NAME	ZONE	TYPE	CAPACITY (gallons)	YEAR BUILT	HIGH WATER ELEV. (ft)	LOCATION
Equalization Reservoir	None	Ground Steel	69,000	Unknown	None	Near well 'A'
Sand Tank	None	Ground Reservoir	1,000,000	1954	132	South of Patton Park
Reservoir 'B'	'B'	Ground Concrete	2,000,000	1954	314	Near Durham St. & 6th Ave.
Bayview Reservoir	'B'	Ground Steel	200,000	1952-54	285	Near Hayes Park
Fritzsche Airfield	'C'	Elevated Steel	300,000	1959	278	Fritzsche Airfield
Reservoir 'C'	'C'	Ground Concrete	2,000,000	1964	400	Near Gigling Road
Reservoir 'F'	'C/F'	Ground Concrete	2,000,000	1990	400	Near East Garrison
East Garrison 1	'C/F'	Ground Steel	200,000	1976	245	West of East Garrison Disposal Yard
East Garrison 2	'C/F'	Ground Concrete	200,000	1940	237	SW of East Garrison Disposal Yard
Travel Camp	'C/F'	Ground Steel	65,000	Unknown	300	Near East Garrison
Hoffman Tank	'D'	Ground Steel	60,000	1952-54	439	Near Eucalyptus Road
Reservoir 'D'	'D'	Ground Concrete	2,000,000	1954	501	Near Fitch Park
Reservoir 'E'	'E'	Elevated Steel	250,000	1959	580	Near Fitch Park
Total Reservoir Capacity = 10.344 Million Gallons						

Source: Developed from 1987 Ace Pacific report and information provided by Ft. Ord personnel.

PIPELINE LEAKS

The number of pipeline leaks from 1988 through 1990 ranged from 200 to 300 per year. These leaks are an ongoing problem and are linked to the installation of some 1.25-inch diameter plastic pipe in a newly constructed housing area. According to DEH personnel, the leaks are occurring at the pipe joints. Prior to 1988 there were essentially no reported pipeline leaks.

NONPOTABLE WATER SYSTEM

Groundwater from the Seaside groundwater basin has always been the source of water for the nonpotable water system. This water system provides water to the golf course located in the south portion of the Main Garrison as shown in Figure 37 and Exhibit 12. Under normal operating conditions, the source of water is the "Golf Course" well; this is located in Hayes Park with a pumping capacity of 450 gpm. The water pumped from the well is either used directly on the golf course or is transferred to the "Golf Course" reservoir.

The "Golf Course" water reservoir is located approximately 1,000 feet south east of Fitch Middle School. It has a high water elevation of 415 feet above mean sea level and a storage capacity of 2 million gallons. There is one booster pump that is used to deliver water from the transmission pipeline to high level greens. When the golf course well is not operational, potable water can be transferred to the nonpotable water system at the reservoir site.

WATER SOURCE

The availability and quality of groundwater underlying Ft. Ord varies greatly. There have been several comprehensive studies related to the aquifer system. Seawater intrusion and groundwater contamination by synthetic chemical compounds are the most significant problems affecting the water supply for Ft. Ord.

Seawater intrusion is occurring because the groundwater aquifers are hydraulically continuous with the ocean, and the natural seaward movement of freshwater has been reversed by groundwater pumping. The reversal of the natural groundwater gradient has occurred because pumping from wells has exceeded the rate of natural replenishment.

All of the older wells drilled in the northwestern portion of the Main Garrison to supply potable water for Ft. Ord have been affected by seawater intrusion. These wells were located approximately two miles inland from the coast. Initially, replacement wells were drilled to

deeper aquifers when the water from wells completed in shallower aquifers became unusable.

The boundary between the Salinas Valley groundwater basin and the Seaside groundwater basin as mapped in 1981 is shown in Figure 42. The location of the boundary is drawn based on information from a limited number of wells and should be considered tentative. Figure 43 is a cross section showing changes in geology.

In the year 1984, the rate of movement of the seawater front within the Salinas Valley groundwater basin was estimated. The rate was 500 feet per year in the 180-foot aquifer and 100 feet per year in the 400-foot aquifer. Ft. Ord has not completed any production wells in the 900 foot aquifer which is also referred to as the "Deep" aquifer. Figure 44 shows the location of the seawater intrusion front within the 180-foot aquifer as mapped in the year 1984. In 1984, the 250 mg/L chloride contour was located about 2.7 miles inland from the coast.

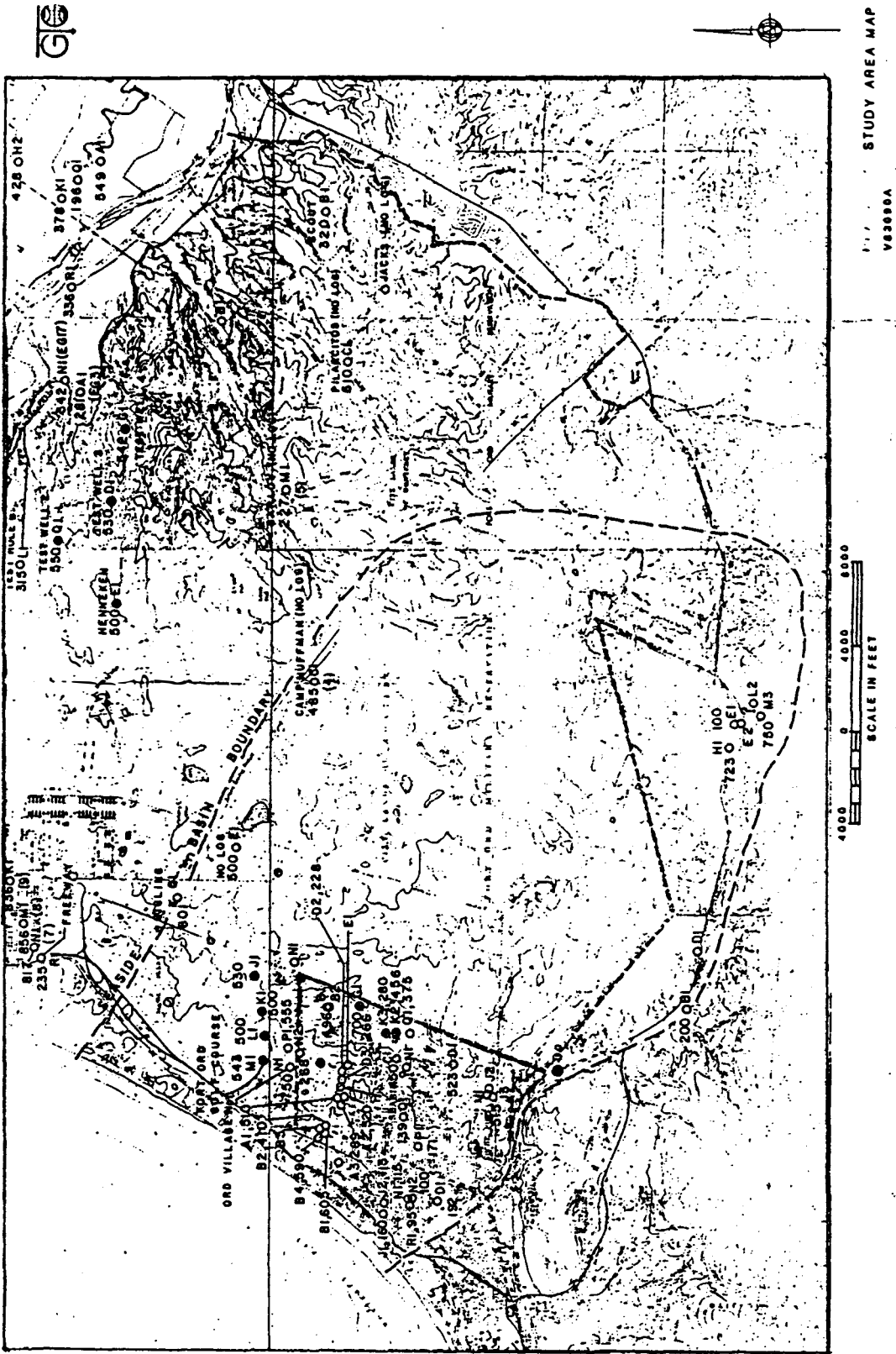
In 1984, replacement wells 29, 30, 31, and 32 were constructed. The locations of these wells were based in part on the results of a test well program. The replacement wells are located 3.5 to 4.4 miles inland from the coast along Reservation Road as shown on Figure 44. The thicker aquifers in this portion of Ft. Ord result in smaller depressions in the groundwater surface when water is pumped. These replacement wells are located farther from the source of seawater intrusion. The distance from the 250 mg/L chloride contour mapped in 1984 to wells 29, 30, 31, and 32 ranges from 0.75 to 1.5 miles.

In 1984, a study was performed by Geotechnical Consultants to estimate the expected life of the wells 29, 30, 31, and 32. The primary assumptions for the analysis were as follows:

1. The future pumping rate from the four wells would average about 5,200 acre-feet per year.
2. Nearly all the water pumped from the new wells would come from the 400-foot aquifer.
3. The physical aquifer parameters would be based primarily on theoretical relationships.
4. No other significant nearby wells would be developed within the 400-foot aquifer.

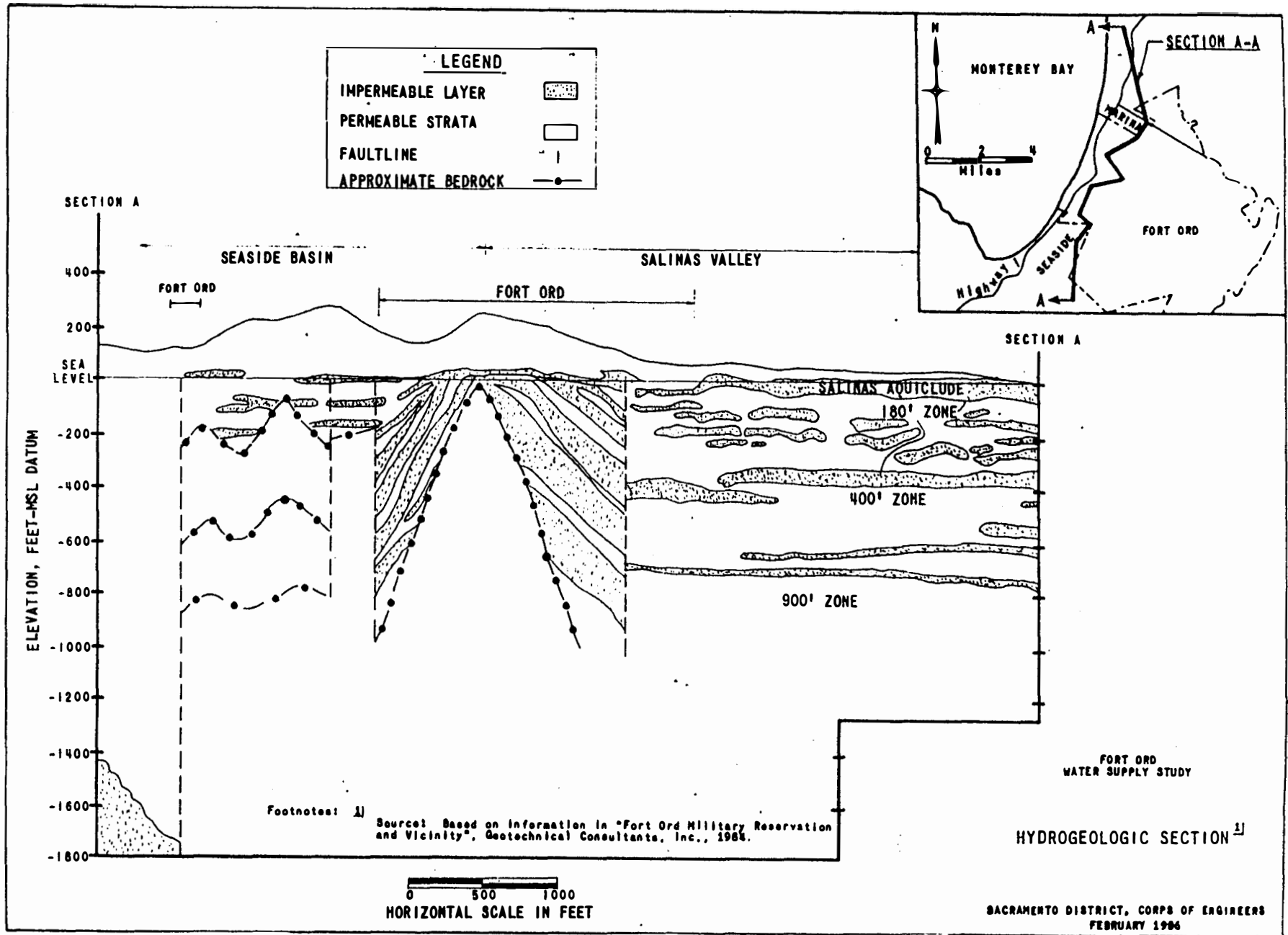
A simple groundwater model was developed as part of the 1984 study by Geotechnical Consultants. The model was used to generate theoretical groundwater elevations that

GROUNDWATER BASIN BOUNDARY MAP



Source: 1984 Geotechnical Consultants report.

HYDROGEOLOGIC SECTION



D-49

FIGURE 43

Source: 1986 Corps of Engineers report.

were used along with other parameters to calculate a travel time for the movement of the 250 mg/L chloride contour from its known location to the new wells. The 1984 study concluded that the new wells would have a useful life of at least 50 years or into the year 2034. Useful life in this context is linked to the proximity of groundwater with a chloride concentration of 250 mg/L to the new wells. However, the current use is in excess of 5,200 AF per year and all four wells have perforations in the 180-foot aquifer which has experienced more seawater intrusion than the 400-ft aquifer. The aquifer designations and perforated intervals as determined by Thorup in 1985 are shown below.

NAME	180-FT AQUIFER	400-FT AQUIFER
Well 29	315 to 430'	440 to 570'
Well 30	315 to 405'	440 to 485' 525 to 575'
Well 31	285 to 470'	
Well 32	260 to 500'	

Wells 29, 30, 31, and 32 were to have been perforated in only the 400-foot aquifer. However, about seventy five percent of the perforations are in the 180-foot aquifer and about 25 percent of the perforations are in the 400-foot aquifer. Both the higher pumping rate and the manner in which the wells were completed tend to shorten the useful life of the new wells.

Based on the Department of Water Resources Water Well Drillers Reports filed when wells 29, 30, 31, and 32 were drilled in 1984, the nonpumping water levels for these wells were 12 to 18 feet below mean sea level. Subsequent water level monitoring performed by Ft. Ord personnel has shown that nonpumping water levels for these wells have ranged from a high of 12 feet below mean sea level to a low of 50 feet below mean sea level. Water levels below mean sea level encourage the inland movement of seawater. The elevations of the reference points for these measurements need to be confirmed.

In 1986, it was calculated in a Corps of Engineers report that under a worst-case scenario, the new wells would be impacted by seawater in 15 years. Under this scenario, it is assumed that the seawater intrusion front moves at the rate of 500 feet per year which is equivalent to the observed intrusion rate for the 180-foot aquifer. It is also stated in this report that projections of the new wells not being impacted by seawater intrusion within 50 years are probably highly optimistic.

Based on the groundwater modeling performed by Geotechnical Consultants in 1986, it appeared that a cumulative annual extraction of 5,000 AF from wells 29, 30, 31, and 32 was reasonable. An annual extraction of 8,000 AF from wells 29, 30, 31, and 32 would significantly increase the rate of seawater intrusion and was not considered reasonable. The 8,000 AF figure approximates the water demand projected for Ft. Ord based on an effective population of 36,200 and an annual per capita use rate of 202 gallons per day. This water demand was calculated by the U.S. Army Corps of Engineers in their 1986 report.

Although it has been assumed that 5,000 to 6,000 AF of potable water has been available to supply the existing Ft. Ord distribution system on an annual basis, currently available information suggests that this volume of water may be too high. The nonpumping water levels for wells 29, 30, 31, and 32 are below mean level. Water levels below sea level encourage the inland movement of seawater. Before reuse commitments are made, it is essential that further research be done to document the seawater intrusion risks in this area. These studies should be made part of the Ft. Ord Disposal and Reuse Environmental Impact Statement.

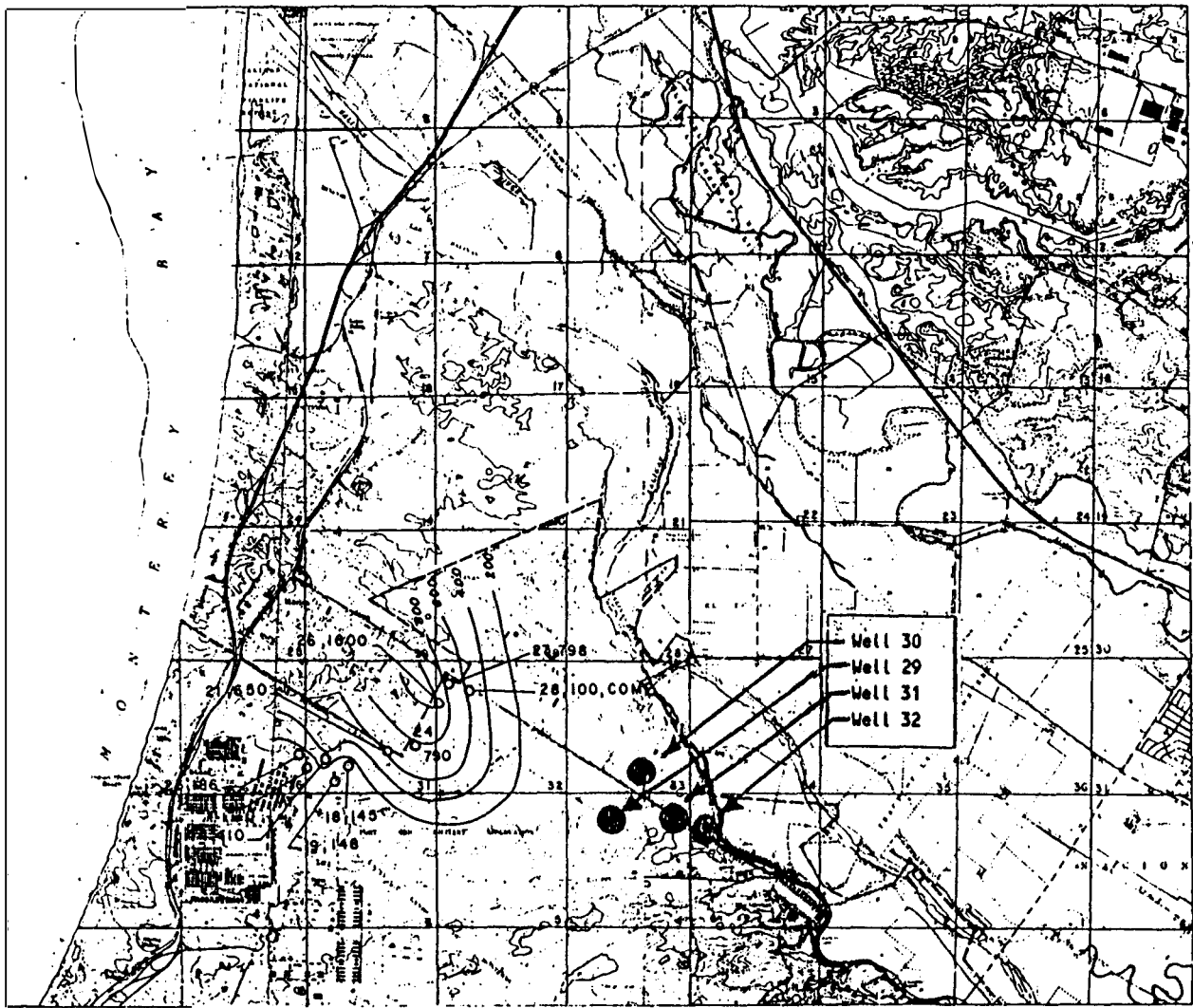
WATER QUALITY

The latest general chemistry analyses for East Garrison Well 17, Well 24, Well 29, Well 30, Well 31, and Well 32 are shown in Exhibit 12. The groundwater from these wells is generally of good quality. Both Well 17 and Well 24 exceed the secondary (recommended) drinking water standard of 500 mg/L for total dissolved solids.

Standard additions of chlorine and fluoride are the only treatment required to provide safe potable water for the Fort. The 180-foot aquifer in the area of the original Main Garrison well field is affected by seawater intrusion. Groundwater contamination with synthetic chemical compounds has been documented in some parts of Ft. Ord. None of the wells presently used for the potable water system have tested positive for this type of contamination.

An analysis performed on a water sample from the "Golf Course" well in 1991 indicated a total dissolved solids value of 720 mg/L. Water from the "Golf Course" well exceeds the secondary (recommended) drinking water standard of 500 mg/L for total dissolved solids.

CONTOURS OF EQUAL CHLORIDE CONCENTRATION



CONTOURS OF EQUAL CHLORIDE CONCENTRATION, 180-FOOT AQUIFER, 1984
V83080A

Source: 1986 Geotechnical Consultants report with well locations added by Monterey County Water Resources Agency staff.

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FIGURE 44

WATER USE

The record of water used on Ft. Ord is based on water meter readings made at each water well. Since the amount of water delivered is not metered, the amount of water lost as a result of leaks within the distribution system can not be determined. Exhibit 16 shows monthly and annual groundwater pumpage for the potable water system from January 1980 through December 1990. The annual volume of groundwater water pumped ranges from a low of 4,672 AF in 1988 to a high of 6,602 AF in 1984. The average amount of groundwater pumped over this eleven year interval is 5,492 AF. This water is from the Salinas Valley groundwater basin.

Exhibit 16 also shows monthly and annual groundwater pumpage for the nonpotable water system from January 1986 through December 1990. The annual volume of groundwater pumped ranges from a low of 377 AF in 1986 to a high of 424 AF in 1989. The average amount of groundwater pumped over this four year interval is 403 AF. This water is from the Seaside groundwater basin.

The maximum historic annual water use for Ft. Ord is about 7,000 AF and consists of about 6,600 AF pumped from the Salinas Valley groundwater basin for potable use and about 400 AF pumped from the Seaside groundwater basin for nonpotable use.

PER CAPITA WATER CONSUMPTION RATE

The estimated per capita water consumption rate measured in gallons per capita per day (gpcd) is an important tool in estimating future water needs and judging the effectiveness of water use.

The effective population for Ft. Ord includes resident single military personnel, resident married military personnel and their dependents, guest housing occupants, and civilian employees and military personnel who live off the installation. The following assumptions are used in estimating the effective population.

1. An occupancy rate of 3.5 persons per resident housing unit.
2. A two percent vacancy rate for housing units.
3. Forty five percent of the total military population is resident single military.
4. Non-resident and civilian employee populations use one-third as much water as those who live and work on the base.

Water Quality for Fort Ord Wells

SOURCE NAME DATE SAMPLED	Well 17EG Apr 1990	Well 24 May 1990	Well 29 May 1990	Well 30 May 1990	Well 31 May 1990	Well 32 Nov 1985	Public Health Std. (maximum)
CONSTITUENTS (in mg/L)							
Dissolved Solids	** 650	** 560	370	310	400	431	500 (2)
Hardness	430	280	190	170	210	142	
Calcium	90	88	54	49	56	64	
Magnesium	28	15	12	12	17	22	
Sodium	50	60	43	34	46	47	
Chloride	63	170	60	31	47	43	250 (2)
Sulfate	170	3.7	69	68	89	101	250 (2)
Fluoride *	0.45	0.12	0.16	0.17	0.17	0.27	1.4 to 2.4 (1)
Nitrate	<1	27	3.3	7.5	1.2	0.4	45 (1)
CONSTITUENTS (in um/L)							
Iron	<10	110	95	10	<10	<110	300 (2)
Manganese	520	<10	<10	<10	<5	95	50 (2)
Arsenic	<10	6.1	4.9	4.5	4.8	<5	50 (1)
Barium	<100	68	15	29	34	58	1000 (1)
Cadmium	<1	<1	<1	<1	<1	<0.5	10 (1)
Chromium	<5	18	<5	25	24	<25	50 (1)
Lead	16	<5	<5	<5	<5	<1	50 (1)
Mercury	<0.2	<0.2	<0.2	<0.2	<0.2	<0.2	2 (1)
Selenium	<10	<5	<5	<5	<5	<1	10 (1)
Silver	<10	<10	<10	<10	<10	<25	50 (1)

(1) Primary (mandatory) drinking water regulation.

(2) Secondary (recommended) drinking water regulation.

* Allowable fluoride varies with temperature between 0.8 and 2.4 mg/L.

** Exceeds recommended standard.

Source: Well water quality from Annual Reports to State Health
Department and standards from Driscoll, 1986.

Exhibit 15

Fort Ord Groundwater Pumpage

Acre-Feet of Groundwater Pumped for Potable System

YEAR	MONTH												TOTAL
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
1980	312	298	340	400	493	716	586	534	501	521	451	414	5566
1981	392	310	338	470	604	773	735	670	599	553	389	312	6145
1982	302	294	298	356	546	558	610	598	546	481	327	291	5207
1983	339	258	302	363	490	605	718	737	620	480	352	302	5566
1984	348	385	433	549	769	661	806	744	709	518	358	322	6602
1985	325	332	362	456	697	866	515	475	492	472	359	339	5690
1986	333	304	336	376	574	600	596	498	481	421	432	430	5381
1987	381	300	338	379	458	516	530	567	566	419	372	357	5183
1988	325	323	345	335	358	429	482	490	457	405	382	341	4672
1989	340	354	346	391	415	517	575	580	456	426	344	352	5096
1990	380	336	368	403	478	473	547	529	492	472	414	410	5302

Acre-Feet of Groundwater Pumped for Nonpotable System

YEAR	MONTH												TOTAL
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	
1986	2	10	15	29	15	52	60	53	38	49	38	16	377
1987	7	15	6	49	52	56	52	54	55	35	10	1	392
1988	6	33	30	38	51	55	59	55	40	37	9	7	420
1989	1	5	8	46	51	50	56	58	32	29	47	41	424

Source of water for potable system is the Salinas Valley groundwater basin.

Source of water for nonpotable system is the Seaside groundwater basin.

All figures are raw production values based on water meter readings provided by Fort Ord.

Annual water use figures shown below are raw production values based on water meter readings provided by Ft. Ord. These water meter readings represent the amount of water pumped by wells and not the amount of water delivered for use. Effective population figures were derived from a 1986 report by the Corps of Engineers and reports submitted by Ft. Ord to the State Health Department. The per capita consumption figures calculated for the period from 1980 to 1990 are as follows:

YEAR	ANNUAL WATER USE (AF)	EFFECTIVE POPULATION	PER CAPITA CONSUMPTION (GPCD)
1980	5,566	21,977	226
1981	6,145	24,449	224
1982	5,207	24,419	190
1983	5,566	26,472	188
1984	6,602	26,970	219
1985	5,690	27,242	186
1986	5,381	30,275	159
1987	5,183	31,102	149
1988	4,672	31,626	132
1989	5,096	34,945	130
1990	5,302	39,902	119

Per capita consumption is defined as the total average rate of water pumped at the installation per unit of effective population.

WATER-WASTEWATER RELATIONSHIP

In 1986, the U.S. Army Corps of Engineers calculated that the volumetric ratio of wastewater entering the sewage treatment plant to well water pumped was about 0.5 for the time interval from 1973 through 1984. A feasibility study on the installation of dual pipelines for the delivery of nonpotable water in newly developed areas and existing areas is needed. Potential sources of nonpotable water are treated sewage effluent, stormwater, water from groundwater cleanup activities, brackish water, and gray water.

CHANGE IN WATER USE

A computer model could be considered one of several tools for predicting water use. Upon receipt of population projections formulated by the Association of Monterey Bay Area Governments in 1992, a computer model will be developed by the staff of the Monterey County Water Resources Agency to project water needs for alternative reuse scenarios.

It has not yet been determined what quantity of water

would be available on a long term basis for reuse of the Ft. Ord area within the service area for the existing water distribution system. The useful life of Ft. Ord wells 29, 30, 31, and 32 with and without an alternative source of water that might be provided by the proposed Seawater Intrusion Program needs to be examined. This issue is discussed further under the section titled "Future Replacement Water Supply".

There is the potential for some water savings through the replacement of residential lawns with drought tolerant vegetation. Also the feasibility of using stormwater, treated sewage effluent, and the reuse of other water for meeting irrigation and other nonpotable demands needs to be examined.

FUTURE REPLACEMENT WATER SUPPLY

The Monterey County Water Resources Agency is in the process of developing a Seawater Intrusion Program. One project in this program consists of a group of wells in the Buena Vista area and a pipeline to the coast. The purpose of this project is to provide a replacement water supply for Ft. Ord and the Marina area. The source of water for the supply is groundwater from the Salinas Valley groundwater basin.

Within the Final Environmental Impact Report (EIR) for the Salinas Valley Seawater Intrusion Program, it is stated that Ft. Ord would receive 6,600 AF of water. This figure is based on recently available water meter readings for water pumped from Ft. Ord wells located in the Salinas Valley groundwater basin. It was previously believed that the amount of water pumped by Ft. Ord was greater than 6,600 AF. The amount of water to be supplied to the base is being examined as part of the EIR process for the Seawater Intrusion Program. It is uncertain at this time when this project might be on line to provide water to Ft. Ord and the Marina area.

Although it has been assumed that 5,000 to 6,000 AF of potable water has been available to supply the existing Ft. Ord distribution system on an annual basis, recent information suggests that this volume of water may be too high. Before reuse commitments are made, it is essential that further research be done to document the seawater intrusion risks in this area. These studies should be made part of the Ft. Ord Disposal and Reuse Environmental Impact Statement.

Water supplied by wells in the Salinas Valley groundwater basin must be kept within the existing water distribution system service area. The transfer of any additional water from the Salinas Valley groundwater basin

must be in accordance with Section 9(u) and Section 21 of the Monterey County Water Resources Act.

Section 9(u) states that the Monterey County Water Resources Agency may prevent "the export of groundwater from the Salinas River Groundwater Basin, except that use of water from the basin on any part of Ft. Ord shall not be deemed an export. Nothing in this act prevents the development and use of the Seaside Groundwater Basin for use on any lands within or outside that basin."

Section 21 states that the Monterey County Water Resources Agency "is developing a project which will establish a substantial balance between extraction and recharge within the Salinas River Groundwater Basin. For the purpose of preserving that balance, no groundwater from that basin may be exported for any use outside the basin, except that use of water from the basin on any part of Ft. Ord shall not be deemed such an export."

Any connections between the existing Ft. Ord water delivery system and other water delivery systems should be to supply water under emergency conditions only.

CONCLUSIONS

1. The existing potable water system is currently operated by one entity. The division of the system could entail a substantial cost. Prior to considering any division of the system, the jurisdictions and spheres of influence of various entities need to be considered. Some of the identified entities are the Federal government, the Monterey Peninsula Water Management District, the Monterey County Water Resources Agency, the Marina County Water District, the city of Marina, the city of Seaside, California American Water Company, California Water Service Company, and any other adjacent private water companies.
2. The nonpotable water distribution system should be maintained as a separate system for landscape irrigation and irrigation of golf course areas. Alternative sources of nonpotable water need to be investigated.
3. Water supplied by wells in the Salinas Valley groundwater basin must be kept within the existing water distribution system service area. The transfer of any additional water from the Salinas Valley groundwater basin shall be in accordance with Section 9(u) and Section 21 of the Monterey County Water Resources Act.

Section 9(u) states that the Monterey County Water Resources Agency may prevent "the export of groundwater from the Salinas River Groundwater Basin, except that use of water from the basin on any part of Ft. Ord shall not be deemed an export. Nothing in this act prevents the development and use of the Seaside Groundwater Basin for use on any lands within or outside that basin."

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Any connections between the existing Ft. Ord water delivery system and other water delivery systems should be to supply water under emergency conditions only.

4. Additional studies are needed to more accurately define the boundary between the Salinas Valley groundwater basin and the Seaside groundwater basin, to locate the seawater intrusion fronts within the aquifers from which Ft. Ord wells 29, 30, 31, and 32 pump water in the Salinas Valley groundwater basin, to refine the understanding of the long term pumping effects due to the operation of wells 29, 30, 31, and 32 within the Salinas Valley groundwater basin, and to refine the understanding of the long term yield within the Seaside groundwater basin. Additional studies should include the installation of test/monitoring wells and the completion of geologic/geophysical work, the collection of water quality data and water level data, the completion of aquifer performance tests, the development of a comprehensive groundwater model, and the reevaluation of data collected since wells 29, 30, 31, and 32 became operational.
5. Although it has been assumed that 5,000 to 6,000 AF of potable water has been available to supply the existing Ft. Ord distribution system on an annual basis, currently available information suggests that this volume of water may be too high. The nonpumping water levels for wells 29, 30, 31, and 32 are below sea level. Water levels below mean sea level encourage the inland movement of seawater. Before reuse commitments are made, it is essential that

further research be done to document the seawater intrusion risks in this area. These studies should be made part of the Ft. Ord Disposal and Reuse Environmental Impact Statement.

6. The installation of water meters at water production facilities and all points of delivery within the water distribution system is needed. Specifically within the water distribution system, water meters are needed to determine water use within the Salinas Valley groundwater basin, the Seaside groundwater basin, the portion of Ft. Ord in the Monterey Peninsula Water Management District, the portion of Ft. Ord in the Monterey County Water Resources Agency; and water use by Federal entities, the Marina County Water District, and others.
7. A feasibility study on the installation of dual pipelines for the delivery of nonpotable water in newly developed areas and existing areas is needed. Potential sources of nonpotable water are treated sewage effluent, stormwater, water from groundwater cleanup activities, brackish water, and gray water.
8. Provisions are needed to ensure that the existing water system is maintained during the transition period. This would include retaining staff to adequately maintain and operate the system to prevent system deterioration. An evaluation of the present condition of the system should be made.
9. Any users of water within the area must participate in mandated water conservation measures as promulgated by the Agency of jurisdiction.
10. Ft. Ord needs to be contacted as soon as possible concerning the retention of selected wells to monitor groundwater conditions. This information is essential to manage local groundwater supplies and to assess the movement of seawater intrusion.

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Report to The Fort Ord Community Task Force
On
Stormwater Drainage System

William F. Hurst
Chair of Water Subcommittee of
the Water, Sewer and Solid Waste
Committee of the Fort Ord Base
Closure Task Force

Stormwater Drainage System

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FORT ORD STORMWATER DRAINAGE SYSTEM

EXECUTIVE SUMMARY

The first elements of the Ft. Ord Drainage System were constructed prior to World War II. The system was expanded as the developed portion of the Fort grew in area. Should additional development occur on the base, a Master Plan of Drainage should be done, and the necessary expansion of the system constructed in accordance with that plan. Today the drainage system consists of a combination of open street gutters and drainage ditches with collection at curb inlets and area inlets that connect with several miles of storm drain pipes. The pipes are generally reinforced concrete with a few relatively short sections of corrugated metal pipe. Stormwater runoff from the developed area near Monterey Bay is discharged to the bay through four major outfall structures. Inland, stormwater is often dispersed into open space areas or discharged into natural bowl-like depressions that exist throughout the base.

The drainage system appears to function without any apparent problems. Portions of the system have been replaced, as needed, over the years. Base staff has stated that no major improvements are contemplated at this time, and that current maintenance needs are minor.

Based on an average annual rainfall of 14 inches, estimates were made of the amount of runoff that occurs from the developed areas of the base. It is estimated that approximately 150 acre feet of water flows to the Salinas River per year, on the average; and about 1,700 acre feet flows to the Monterey Bay. The beneficial use of this water should be explored. This could include the containment of the water in the natural depressions in the terrain, or in cisterns, and the use of the stormwater for irrigation in lieu of potable water. If this use is proven to be feasible, dual pipe systems for new development should be considered. Enhanced percolation of the stormwater to recharge the groundwater supplies should also be studied.

PURPOSE OF REPORT

The purpose of this report is to identify the factors that affect the stormwater drainage and to describe the drainage system that currently exists. This report, together with the other technical reports, will define the baseline conditions for the portions of the infrastructure that are linked to stormwater drainage.

BACKGROUND AND SCOPE

This report describes the natural drainage patterns in the geographical area encompassed by Ft. Ord and the drainage system that presently exists in the developed areas of the base. If and when new development occurs, the additional stormwater runoff that will be caused by the construction of impervious surfaces will have to be controlled to avoid on-site or off-site impacts. No detailed engineering analysis was done; but some conclusions can be drawn by reviewing the relative sizes of the facilities as compared to the drainage areas. The soil types and terrain have a significant effect on the rates and volumes of runoff.

Ft. Ord covers an area of approximately 46 square miles. About 20 square miles drain to the Salinas Valley and the El Toro Creek. The East Garrison and Fritzsche Airfield are located in this area. This area is covered by sandy soil, grass and scattered trees. Much of the terrain in this area is quite different than that of the rest of the Ft. Ord. It has steeper slopes with two major canyons - Barloy Canyon and Pilarcitos Canyon. The major portion of the land, 23 square miles, drains toward the Monterey Bay. This area generally consists of rolling hills, old stabilized dunes and bowl like depressions. It contains the Ft. headquarters and primary facilities. The remainder of the land, approximately 3 square miles drains to Canyon Del Rey. Land elevations on the Ft. range from sea level to 900 feet. Ft. Ord has a mediterranean climate with an average annual rainfall of about 14 inches. Rainfall generally occurs between November and April.

The information presented in this report is based on a review of published reports and information provided by personnel from the Ft. Ord Directorate of Engineering and Housing (DEH). References used for this report are include in the Bibliography. Personnel at DEH contacted for this report include Mr. Pete Heckenlaible and Mr. Earl Blair.

This report has been prepared by the Water Subcommittee of the Water, Sewer and Solid Waste Committee of the Ft. Ord Base Closure Task Force. The Chair for the Water Subcommittee is Mr. William F. Hurst. Other members of the Water Subcommittee include Ms. Pat Bernardi, Mr. Jim Cofer, Ms. Jan Collins, Mr. Larry Foy, Mr. Dick Heuer, Ms. Jane Haines, Mr. Laurant Howard, Ms. Patricia Hutchins, Mr. Ted Mills, Mr. Mike O'Bryon, Mr. Joe Oliver, Mr. Granville Perkins, Mr. Jim Perrine, Mr. Narayan Thadani, Mr. Kevin Walsh, and Mr. W. C. Woodworth.

DRAINAGE SYSTEM

The Ft. Ord drainage system is depicted on the General Storm Drainage Maps, comprised of nine sections, on a scale of 1 inch equals 300 feet. Figure 45 shows the locations of the nine sections.

Section 1

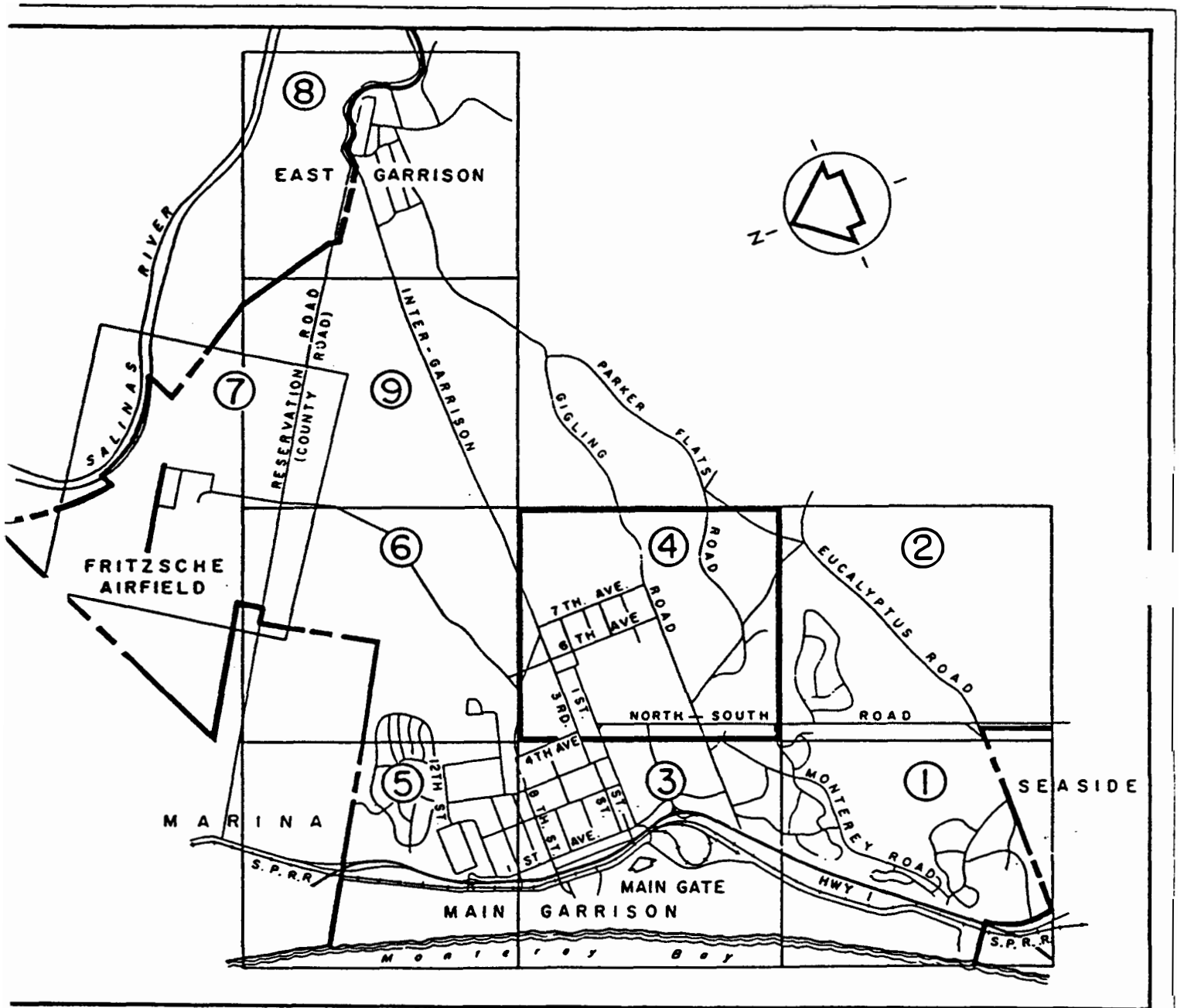
This section contains about 40 percent of the Stilwell Park family housing which has a total of 1,011 units. It also contains the Hayes Park family housing with 676 units and the Thomas Hayes Elementary School. The internal drainage is comprised mostly of open street gutters with collection at curb inlets and area inlets at the lower points of concentration. The 3 miles of drainage pipes are generally reinforced concrete (RCP). Pipe sizes range from 12 to 18 inches in diameter, with some 24 to 42 inch along major streets. The system in Stilwell Park leads to a major storm drain of 54 inches. The 13 inch corrugated metal pipes (CMP) collect stormwater and disperse it to the open areas of Thomas Hayes Elementary School. Storm drains are installed on gradients ranging from 2 to 4 percent. The spacing between manholes is 375 to 450 feet.

Section 2

This section contains the Fitch Park family housing with 450 units. A central RCP storm drain system collects runoff from the streets and parking areas through drop inlets. Pipe sizes range between 15 and 24 inches in diameter, feeding to a 36 inch pipe at the main collection point. Four small developed areas drain to natural open space areas through dissipator or dispersal outfalls. The spacing between manholes is 300 to 375 feet and pipes are on a gradient averaging about 2 percent. The storm drains have a total length of about 2 miles.

Section 3

The main entrance to Ft. Ord is located in this section, as are several of the major facilities. Substantial areas of impervious surfaces exist. This section contains about 60 percent of the 1,011 unit Stilwell Park housing development.



KEY MAP

The drainage system is comprised of open concrete lined drains leading to area inlets, and RCP ranging in size from 15 to 36 inches in diameter, leading to a main line of 54 inches. There has been a fairly extensive use of CMP in this area, particularly in some of the larger pipe sizes. Manholes are generally spaced 300 to 400 feet apart, but are as much as 900 feet apart on one 42 inch main line. Storm drains are on a gradient about 1.6 to 2.7 percent.

Four outfall structures discharge stormwater to Monterey Bay. The first structure is a 54 inch CMP that discharges to the bay near the sewage treatment plant. The second structure is a 48 inch CMP that discharges to the bay near Stilwell Hall. The third structure is a 54 inch CMP that discharges to the bay approximately 1,200 feet south of Stilwell Hall. The fourth structure is a 60 inch RCP that discharges to the bay near the ammo storage area.

Section 4

This section contains more of the post facilities, such as the Direct Support Maintenance Facility, the TAC Equipment Shops, the Recreation Center and the athletic fields. There is substantial troop housing in this area as well as the Marshall Park family housing with 353 units. The George Marshall Elementary School is also in this section. The storm drainage system consists of several miles of RCP ranging in size from 12 inches to 42 inches in the larger mains. Stormwater is dispersed into open space areas wherever possible. The spacing between manholes is about 300 feet. Pipes are installed on 1.5 to 2.5 percent grades.

Section 5

Located in this section are barracks and about half of the 780 unit Patton Park family housing. It also contains the Gladys Stone School, the George Patton Elementary School, the Martinez Hall Welcome Center and the Post Headquarters. The 3 miles of storm drain pipe ranges in size from 15 inches in diameter to as large as 54 inches in the final discharge lines. The northern portion of this section discharges to a natural depression near the George Patton elementary school. The southern portion discharges into the sand dunes and a natural depression near the rifle range. Fewer manholes exist in this area. The spacing between manholes for one 48 inch pipe is 1800 feet. The pipes are generally RCP with some CMP used in short sections. Grades are less than 1 percent in the lower areas which apparently made larger diameter pipes

necessary.

Section 6

This section contains the Abrams Park family housing with 908 units and about half of the 780 unit Patton Park family housing. The 2.5 miles of storm drains are generally 12 to 21 inches in diameter and are constructed on grades of 2 to 2.5 percent. The spacing between manholes is approximately 300 to 375 feet. The system discharges into several natural depressions in the terrain.

Section 7

The drainage system in this section serves Fritzsche Airfield. About 2.5 miles of surface drains carry water off the expansive paved areas. Another mile of RCP ranges in size from 15 to 36 inches in diameter. The Airfield and the extensive parking and building area results in substantial impervious surfaces; hence, significant stormwater runoff is generated. However, with the exception of one 12 inch CMP outfall to the Salinas River, all runoff is routed to large natural depressions adjacent to the complex.

Section 8

The East Garrison is located in this section. Approximately 1.7 miles of drainage pipes are sized from 12 to 30 inches in diameter. Most are RCP with a few short sections of CMP. Two 30 inch outfalls discharge to the agricultural lands in the Salinas Valley below the bluff. It is assumed that the stormwater is then routed to the Salinas River a short distance away.

Section 9

This section contains the portion of Fritzsche Airfield that includes the main gate, aircraft fuel facilities and heliports. The drainage system in this area consists primarily of surface drains that discharge to open space and natural depressed areas. The north "Imjin" gate entrance to the fort and the 500 unit Frederick Park family housing are also located in this section. The drainage system for the housing is comprised of 1,500 feet of 12 to 18 inch RCP which discharges through dissipator structures to natural depressions in the terrain. The adjacent Schoonover Park development was added after the publication of the drainage map. It is

assumed that drainage facilities similar to those in Frederick Park were constructed.

PROBLEMS ANALYSIS

Base staff was consulted to determine whether there are any obvious inadequacies related to the existing drainage system; i.e., local ponding during rainstorms, etc.. The response was that there were none. The original facilities were constructed prior to World War II; those in the East Garrison being the oldest. About 50 percent of the facilities have been replaced over time. There are no facilities proposed for replacement at this time. The most recent construction of drainage facilities was in the 1980s near Fritzsche Airfield. The drainage facilities are maintained on a regular basis. The only maintenance necessary at this time is the cleaning of sediment from some of the culverts. Should the capacity of the drainage system be exceeded during an unusually heavy rainfall event, much of overflow from the streets would find the many natural bowl like depressions that dot the landscape; thus reducing the potential for flooding.

BENEFITS ANALYSIS

There may be potential benefits from utilizing the excess stormwater that annually runs off the developed areas to the Salinas River or the Monterey Bay. An estimate of the amount of this water was made, based on the average annual rainfall of 14 inches. After reducing the gross rainfall quantity by the amounts lost to evapotranspiration and percolation, the net amount that flows to the Salinas River is about 150 acre feet per year; and the amount that flows to the Monterey Bay is approximately 1,700 acre feet, on the average. In 1986, a report by the U.S. Army Corps of Engineers, entitled "Long-Range Water Supply Development For Ft. Ord, California" discussed the feasibility of capturing stormwater runoff from the eastern undeveloped portions of the base, including the possibility of constructing reservoirs in Pilarcitos and Barloy Canyons. According to the report, the reservoir in Barloy Canyon could yield 1,000 acre feet per year, at a cost of \$1,400 per acre foot, in 1986 dollars.

The possibility of percolating stormwater to recharge groundwater supplies should also be investigated. Clay confining layers near the coast may prevent percolation to aquifers used as a water supply, but inland areas may be more conducive to recharge. Even if recharge is not possible, stormwater might be stored and used for irrigation in lieu of potable groundwater.

CONCLUSIONS

1. The drainage system as depicted very likely functions as intended. Because of the many natural bowl-like depressions on the base, the sandy soils, and the ability to discharge directly to the sea, disposal of stormwater does not appear to be a problem.
2. An unknown factor is the overall condition of the system. The corrugated metal pipe sections, particularly the major outfall lines, may eventually have to be replaced with concrete pipe.
3. Stormwater runoff from future development must be routed to the natural depressions in the terrain, wherever possible, to avoid impacting off-site lands, and to enhance percolation to the groundwater.
4. Beneficial uses for the stormwater need to be explored as a part of a future Master Drainage Plan.
5. A feasibility study on the installation of dual pipelines for the delivery of nonpotable water in existing and newly developed areas is needed.

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Report to The Fort Ord Community Task Force
On
Sanitary Sewer System

Keith Israel
Chair of Sewer Subcommittee
of the Water, Sewer and Solid Waste
Committee of the Fort Ord Base Closure
Task Force

Fort Ord Sanitary Sewer System

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FORT ORD SANITARY SEWER SYSTEM

EXECUTIVE SUMMARY

Ft. Ord has an extensive sanitary sewer system which is composed of three separate systems serving the Main Garrison, the East Garrison, and the Fritzche Airfield. Treatment and disposal of the majority of the sewage from Ft. Ord is provided by the Monterey Regional Water Pollution Control Agency, which provides these services under a Utility Services Agreement with Ft. Ord. A small portion of Ft. Ord's sewage, generated in the East Garrison area, is treated by Ft. Ord and disposed of on site.

The condition of the underground sewer pipelines is unknown. Little in the way of inspection data on these facilities is available. The pumping facilities in the sewer system range widely in both age and condition. Most of these pumping facilities, however, are old and are in poor to fair condition.

The present staffing levels in Ft. Ord's sanitary sewer operations and maintenance divisions are inadequate to properly operate and maintain these systems.

Additional information will be needed upon which to base future land use decisions regarding property at Ft. Ord that will no longer be used by the Federal government. This information will have to be compiled and prepared by a consulting engineering firm.

If practical, an existing local sanitary entity should be selected to provide future operation and maintenance services for Ft. Ord's sanitary sewer system. In the interim period before this occurs, steps should be taken to prevent deterioration from occurring in the sanitary sewer system due to inadequate preventive maintenance.

Future uses of Ft. Ord will have to comply with the Monterey Regional Water Pollution Control Agency's wastewater allocation plan, and will also be subject to the limitations of the capacity which Ft. Ord had purchased in the Monterey Regional Water Pollution Control Agency's Regional System.

PURPOSE OF REPORT

This report on Ft. Ord's sanitary sewer system was prepared for the purpose of providing information to the Ft. Ord Base Closure Task Force for their use in making

decisions regarding future uses of those portions of Ft. Ord that will no longer be used by the Federal government.

BACKGROUND AND SCOPE

The information presented in this report is based on a review of published reports and information provided by personnel from the Ft. Ord Directorate of Engineering and Housing (DEH). References used for this report are include in the Bibliography. Personnel at DEH contacted for this report include Mr. Pete Heckenlaible, Mr. Charles Nix, Mr. Harold Field, and Mr. Warren Love.

This report has been prepared by the Sewer Subcommittee of the Water, Sewer and Solid Waste Committee of the Ft. Ord Base Closure Task Force. The Chair for the Sewer Subcommittee is Mr. Keith Israel. Other members of the Sewer Subcommittee include Mr. Jim Cook, Mr. Robert Jaques, Mr. Ron Lindquist, Mr. Granville Perkins, Mr. Narayan Thadani, and Mr. Kevin Walsh.

GENERAL INFORMATION

The majority of family housing, troop barracks, troop activity buildings, support buildings, industrial activities, etc. are located within what is referred to as the "Main Garrison" of Ft. Ord. This is the area of Ft. Ord immediately east of Highway 1 and extending from the Seaside County Sanitation District at the south and to the Marina County Water District on the north. A much smaller portion of the installation, referred to as the "East Garrison," contains other buildings including the property disposal office, support and troop training buildings and facilities for recreational activities including a trailer camp. The Fritzche Airfield located east of Reservation Road contains the airfield, hanger buildings, and numerous aircraft training and support buildings.

WASTEWATER TREATMENT PLANTS

Much of the Main Garrison sewage treatment system was constructed in the 1940s and included two sewage treatment plants. The larger of the two treatment plants was referred to as the Main Garrison Wastewater Treatment Plant, and the smaller plant was referred to as the Ord Village Wastewater Treatment Plant. Ord Village is the housing area immediately adjacent to the Seaside boundary of the Main Garrison portion of Ft. Ord. In the 1960s the Ord Village Treatment Plant was abandoned and taken out of service, and a pump station and pipeline were constructed to pump its flows to the Main Garrison Treatment Plant. Thereafter, all of the wastewater generated at the Main

Garrison was treated by the Main Garrison Treatment Plant. That plant underwent a series of upgrades from its original construction in the 1940s, and it was operational as a secondary level treatment plant employing the trickling filter biological process up until it was taken out of service when Ft. Ord was connected to the Monterey Regional Water Pollution Control Agency's (MRWPCA) Regional wastewater system in 1990. The Main Garrison Treatment Plant still exists, but it is reported that some equipment has been removed, and it would presumably require a steadily increasing amount of rehabilitation work to restore the plant to operation if it were to be put back into service at some future time. The East Garrison portion of the installation had a very old "Doten Tank" type of primary treatment plant. This used to discharge to the Salinas River via a land outfall, but that was abandoned many years ago.

The East Garrison area used to house substantial numbers of troops, and the wastewater flows generated there were substantially higher than they currently are. Treatment of sewage from the East Garrison currently consists of settling the solids out of the wastewater in the Doten Tanks (which still remain), and then percolating and evaporating the effluent in percolation ponds located immediately adjacent to the small treatment plant.

A small "Imhoff" type of primary treatment plant, discharging to percolation and evaporation ponds, was originally constructed to serve the Fritzche Airfield. It has since been abandoned. These flows are now pumped directly to the MRWPCA's Salinas Interceptor for treatment at the Regional treatment plant.

Figure 46 is a map of Ft. Ord showing the location of these wastewater facilities.

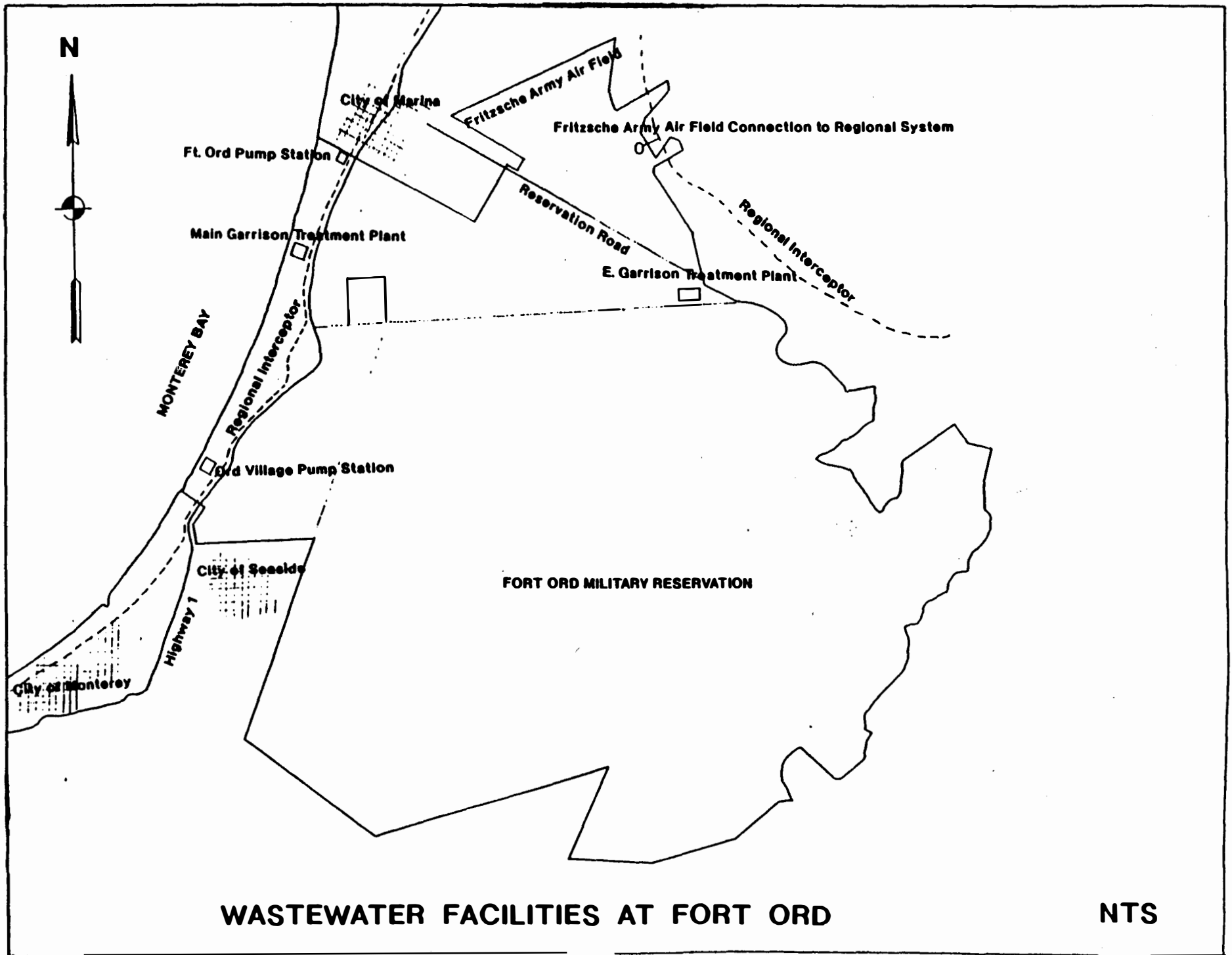
SANITARY SEWER COLLECTION SYSTEMS

Much of the Main Garrison and East Garrison collection systems was constructed in the 1940s and '50s as the base increased in size. Improvements to the pipeline and pump station system were apparently made in the 1960s and again in the early 1970s. However, many of the facilities still are in their originally constructed condition, and some of the mechanical equipment appears to have been in place since the pump stations were originally built.

The East Garrison and Main Garrison sanitary sewer collection systems are not connected to each other, and

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FIGURE 46



WASTEWATER FACILITIES AT FORT ORD

NTS

there are several miles of undeveloped land between these two collection systems.

In the undeveloped portions of Ft. Ord there are no sanitary sewer facilities at all. There are field latrines and portable toilets used in the remote training and bivouac areas, but they are not connected to any type of treatment or disposal system at this time. There do not appear to be any provisions made in the existing sewer collection system for Ft. Ord for future service to these currently undeveloped areas. It is unknown what the capacity of any portion of the system is, because the sanitary sewer base maps for Ft. Ord do not provide this information. The maps do provide information that could be used to perform capacity calculations. However, much of the data on the maps is old and may no longer be accurate. The maps have not been updated recently and do not, for example, show the new family housing units adjacent to Marina, or some of the other more recently constructed buildings throughout Ft. Ord.

As reported by the representative of the water, gas and sewage shop, backups and overflows due to problems in the collection system do not seem to be an inordinate problem, though the capability to perform frequent line cleaning for preventive purposes must be greatly limited by the small staff which is available to perform this activity.

The Fritzsche Airfield collection system is separate from both the Main Garrison and East Garrison systems and discharges to the MRWPCA's Salinas Interceptor via a pump station.

Major additions of new family housing in the area of the Main Garrison adjacent to the City of Marina were constructed in the late 1980s. Expansion of the sewage collection system in this area to serve this new development was constructed, and the discharge from the new housing areas was tied into the existing collection system flowing to the Main Garrison treatment plant. Only the internal collection system piping within the new housing areas is new. All of the other portions of the collection system are, at this point, many years old. An exception is a new trunk sewer line which was constructed to a point adjacent to the Post laundry, across Highway 1 from the Main Garrison Treatment Plant, to convey the increased flows from the new family housing areas and to also accommodate the flows from the previously existing housing areas in that same vicinity which used to flow through a smaller diameter pipe following the same alignment.

Reports on sewer and other utility system capacities presumably must have been prepared prior to the construction of the new family housing units near the Marina boundary of Ft. Ord. Such reports, however, were not available at the time this report was prepared, and, therefore, such information as they may contain could not be reflected in this report. One study, conducted in 1986, which considered the Ord Village portion of the system near Seaside was provided, and information from that report is reflected in this report.

There are 4 pump stations and 19 lift stations in the Ft. Ord sanitary sewer system. For a collection system of Ft. Ord's size, this is a large number of pumping facilities. The high number is due to the rolling terrain upon which the base has grown over the years. Little site grading appears to have been done to eliminate low points which require pumping to discharge to the gravity portions of the system. The term "Pump Station" is used herein to refer to a relatively major pumping facility serving a number of homes and/or commercial industrial activities. The term "Lift Station" refers to a very small (sometimes only manhole-sized) pump station which serves only a few buildings that are at a low point where pumping is required for them to discharge into the gravity portion of the adjacent sanitary sewer system. Exhibit 17 provides specific information on each of these pumping facilities. Those pumping facilities that were actually visited during the course of preparing this report are identified in footnote 3 in Exhibit 17. Information based on those visits is also contained in Exhibit 17.

CURRENT CONDITION OF FACILITIES AND MAINTENANCE PRACTICES

Discussions with the Ft. Ord Wastewater System Superintendent provided the following additional information:

1. All pump and lift stations currently have adequate pumping capacity for the flows they are receiving, and no lack of pumping capacity even during wet weather events is known to exist at this time.
2. Staffing is at a very low level, in part due to the anticipated closure of Ft. Ord. The collection system staff, which operates and performs preventive maintenance on all of the pump and lift stations, consists of a half-time Supervisor, and two full-time sewage operators. Their workload is extensive, given the number of pump and lift stations involved, and the fact that there is no instrumentation or telemetry which provides the capability of monitoring any of the pump or lift

PORT ORD SANITARY SEWER PUMPING FACILITIES

General Sanitary Sewer Map Section No.	Name of Pumping Facility	Pump Station (PS) or Lift Station (LS)	Flow Meter (Y=Yes) (N=No)	Running Time Meters on Pumps (Y=Yes) (N=No)	Standby Power N=None E = One Pump Engine Driven G = Power Generator	Number and Listed Capacity of Pumps, GPH	Type of Pump P = Pneumatic D = Drywell S = Submersible	Screening Facilities B = Barminutor R = Manually Cleaned Bar Rack N = None	P = Poor F = Fair G = Good Condition	Bypass Holding Pond Y = Yes N = No	Type of Station A = Air Lift W/D = Wetwell and Drywell S = Submersible C = Combination* (4)	Building Number	Estimated Age N = New M = 5 to 29 yrs. O = over 30 yrs.	Comments	
MAIN GARRISON															
1	Ord Village (3) (5)	PS	N ⁽¹⁾	N	E	3 @ 360	D	B ⁽²⁾ , R	P	F	Y	W/D	5990	0	Serves Seaside High School, Fitch Middle School, Hayes Elementary School and Golf Course
2	Hatton	LS	N	N	N	1 @ 20	-	N	-	-	-	-	-	M	Serves only four houses
3	Giggling (3)	PS	N	Y	E	3 @ 650	D	N	G	F	N	W/D	7698	0	
3	TAC Shop	LS	N	N	N	-	-	-	-	-	-	-	-	-	Serves one or two buildings
4	DEH Yard	LS	N	Y	N	2 @ 54	-	-	-	-	-	-	4906	0	Serves Directorate of Engineering and Housing
4	TAC Shop	LS	N	-	N	-	-	-	-	-	-	-	-	M	Serves several TAC Buildings
5	Booker Street (3)	PS	N	Y	E	2 @ 600	D	N	F	F	Y	W/D	8775	M	Serves Patton Elementary School
5	Station T-2722	LS	N	N	N	-	S	-	-	-	-	S	T-2722	0	-
5	Station 2720	LS	N	Y	N	1 @ 100	-	-	-	-	-	-	2720	0	-

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EXHIBIT 17

General Sanitary Sewer Map Section No.	Name of Pumping Facility	Pump Station (PS) or Lift Station (LS)	Flow Meter (Y=Yes) (N=No)	Burning Time Meters on Pumps (Y=Yes) (N=No)	Standby Power M=None E=One Pump Engine Driven G=Power Generator	Number and Listed Capacity of Pumps, GPM	Type of Pump P=Pneumatic D=Drywell S=Submersible	Screening Facilities B=Barminutor R=Ranally Cleaned Bar Rack N=None	P=Poor F=Fair G=Good Condition	Bypass Holding Pond Y=Yes N=No	Type of Station A=Air Lift W/D=Well and Drywell S=Submersible C=Combination ⁽⁴⁾	Building Number	Estimated Age N=New N=5 to 29 yrs. O=over 30 yrs.	Comments	
AIR FIELD															
7	Station 1A16 (3)	LS	N	Y	N	2 @ 20	S	N	P	P	N	C	1A16	M	Located at airfield
7	Station 706	LS	N	-	N	-	P	-	-	-	-	A	706	M	Located at airfield
7	Station 530	PS	Y	Y	G		S	N	G	G	N	S	530	N	Pumps Airfield Flows to MRWPCA Salines Interceptor
EAST GARRISON															
	Station 31	PS	N	Y	N	2 @ 300	D	N	-	-	-	W/D	EG31	O	
	Station 96 (3)	PS	N	Y	N	2 @ 400, 1 @ 650	D	N	P	P	N	W/D	EG96	O	

Notes:

- (1) Has Parshall Flume installed but not operational at present.
- (2) Barminutor has been out of service for years.
- (3) Visited in conjunction with preparing this table.
- (4) Pump submerged with motor mounted above.
- (5) A stubout is provided on MRWPCA's Seaside Interceptor for future connection of this Pump Station.

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station conditions from a central control room.

3. The Water, Gas and Sewage Shop performs all repairs and major maintenance on the pump and lift stations, and also provides all line maintenance activities such as repairing pipelines and cleaning and flushing of sewer lines for the sanitary sewer system. This same Shop also provides complete repair and maintenance services to the water systems and for the underground gas systems throughout Ft. Ord. The level of staffing is also very low in this Shop, and it consists of one Foreman and six workers. Their workload is extensive due to the number of miles of water system, sanitary sewer system and gas system piping, pressure reducing stations, air release valves, pump and lift stations in both the water and sanitary sewer system, etc. throughout the base. The Electrical Shop provides support to the Water, Gas and Sewage Shop, but major electrical work is sent out to private companies in the area for such things as motor rewinding and electrical repairs to equipment.
4. Only one of the pump stations has a flow meter installed in it, as shown in Exhibit 17. There is a flowmeter on the discharge of the pump station at the Fritzche Airfield. This was just recently installed as a requirement of the MRWPCA in order to provide metered service to the airfield portion of Ft. Ord where it ties into the Agency's Regional Interceptor which also services the City of Salinas. There is a flowmeter at the Main Garrison Treatment Plant, which is also required by the MRWPCA in order to meter the flow discharge to the MRWPCA's Ft. Ord Interceptor at that point, for billing and other purposes. The Ord Village pump station does have a Parshall flume meter installed upstream of the pump station but it is not currently operational and there is no flow data since 1979 at that location. It could be outfitted with level sensing equipment for purposes of metering the flow coming from that portion of Ft. Ord.
5. There are oil and sand separators on many of the industrial and shop activities throughout Ft. Ord. These provide pretreatment of the discharges before they enter the sanitary sewer system.
6. Several of the pump stations have adjacent earthen holding ponds to contain overflows which may occur in the event of an extended power failure or a backup in the wetwell or rag removal facilities at

a particular pump station. Pump stations or lift stations having this capability are identified in Exhibit 17.

7. Many of the pump stations have some pumping capability under power failure conditions, either through engine-driven pumps or through on-site power generators providing electrical service to the pump or lift station in the event of a power outage.
8. A study is currently in progress with regard to upgrading the standby power capabilities at the Ord Village pump station. A generator may be installed at that location, or some other modification may be made to enable it to provide continuous service in the event of a power outage.
9. The Water, Gas and Sewage Shop conducts a regular program of sewage collection system line cleaning using a hydrojet and two rodding machines.
10. The breaker, starter, and electrical control panels in each of the older pump stations appear in need of major rehabilitation and/or replacement to provide reliable service. Several of them showed soot marks and insulation damage on the interior, indicating that electrical problems have occurred.
11. Subsequent to discussions with the Ft. Ord Wastewater System superintendent, information was obtained from the Regional Water Quality Control Board on the spills in the south Monterey Bay area. Over a 19-month period from January 1990 through early August 1991, there were 60 reported sewage spills, of these, 33 (55 percent) were from Ft. Ord.

This information further confirms the relatively poor operating condition of the treatment system and the need for substantial capital improvements.

FUTURE CAPITAL IMPROVEMENTS

Future uses of Ft. Ord would presumably require a higher level of reliability and control over the pump and lift stations than currently exists. This would require extensive rehabilitation of the mechanical and electrical systems, as well as the installation of new instrumentation telemetry capabilities, so that the operation and status of these unmanned pump stations and lift stations could be monitored from a remote location. Current practice at Ft. Ord is to identify problems at

pump and lift stations by making frequent visits to them with the sewer lift station crew, or by responding to reports by citizens or military officials who observe a backup or other malfunction in the system. No alarms are provided to indicate this, other than some local alarms at the pump and list stations themselves. Because most of the pump and lift stations are somewhat removed from the adjacent housing or commercial areas, and in some cases are quite remote, it is unlikely that local alarms are very effective for this purpose.

FUTURE COLLECTION SYSTEM INSPECTION/REPAIRS

The internal collection system piping and manhole condition is unknown. It is not possible to accurately predict corrosion or other deterioration conditions in sewage pipelines because this is very unique and specific to each location within each particular collection system. An inspection program to identify structural and corrosion conditions within selected manholes and pipelines should be performed to determine the magnitude of rehabilitation that might be required to provide long-term continued operation of these facilities. No significant failures other than the recent failure of a section of the discharge pipeline at the Ord Village pump station were reported. Hence, it may be that the collection system is in reasonably good condition in spite of its age. However, it would be unwise to make this assumption, and, therefore, physical inspection of the system is recommended as an early measure to be taken before considering other uses or intensification of uses at Ft. Ord.

FUTURE EAST GARRISON MODIFICATIONS

The treatment system at the East Garrison would have to be completely replaced, as it would not meet Regional Water Quality Control Board requirements for continued use at anything other than the very low flows it is currently experiencing. This would be a significant undertaking, because this would require construction of a long pipeline to connect the East Garrison collection system to the Main Garrison system, or a treatment plant with a land effluent disposal system would have to be constructed. Approvals and permits for such a system could be difficult to obtain, because the Ft. Ord potable water well has recently been moved closer to the East Garrison area to escape the saltwater intrusion problem plaguing wells all along the Ft. Ord, Marina, and Castroville coastal areas. Hence, the potential for contamination of groundwater by construction of a land effluent disposal system in this vicinity could be a serious consideration.

FUTURE OVERFLOW PROTECTION IMPROVEMENTS

There have been recent overflows at the Ord Village pump station. These overflows were contained in the adjacent holding pond, and were due to either of two causes:

1. Backup into the bypass line behind the manually cleaned bar rack during intervals between visits by operators to remove rags.
2. Power failure(s) during which either single pump operation was not of sufficient capacity to accommodate the flows, or duration of power failure exceeded pumping duration of the engine-driven pump. Only a few of the engine-driven standby pumps have generators to keep the batteries charged. Thus, after approximately four hours of operation, most of the engines quit running because there is no electrical power for the engine ignition. Power outages rarely last this long, but on occasion they have, and in the future more reliable standby power for these pump stations will be required to meet today's needs.

FUTURE COMPLIANCE WITH WASTEWATER ALLOCATION PLAN

The MRWPCA has an allocation system that insures its compliance with the local Air Quality Management Plan, prepared and administered by the Monterey Bay Unified Air Pollution Control District. The allocation is based on population dwelling unit data and forecasts supplied by the Association of Monterey Bay Area Governments (AMBAG). Ft. Ord currently has a maximum cumulative population allocation of about 31,000. AMBAG is working on long-term forecasts that reflect the closure of Ft. Ord. As these forecasts could limit the extent of any future development at Ft. Ord, it is critical that any planned reuses for Ft. Ord be included in AMBAG's forecasts to insure the Base's consistency with the Air Plan.

It should be noted that allocation applies to residential dwelling units and population. Commercial and industrial development is not regulated by the allocation. However, these flows must fit within Ft. Ord's purchased capacity of 3.3 mgd. In addition, commercial/ industrial flows greater than 100,000 gallons per day per project require MRWPCA review and approval to insure that plant capacity exists. An interpretation from AMBAG is being requested on whether college dormitories are treated as residential or as commercial.

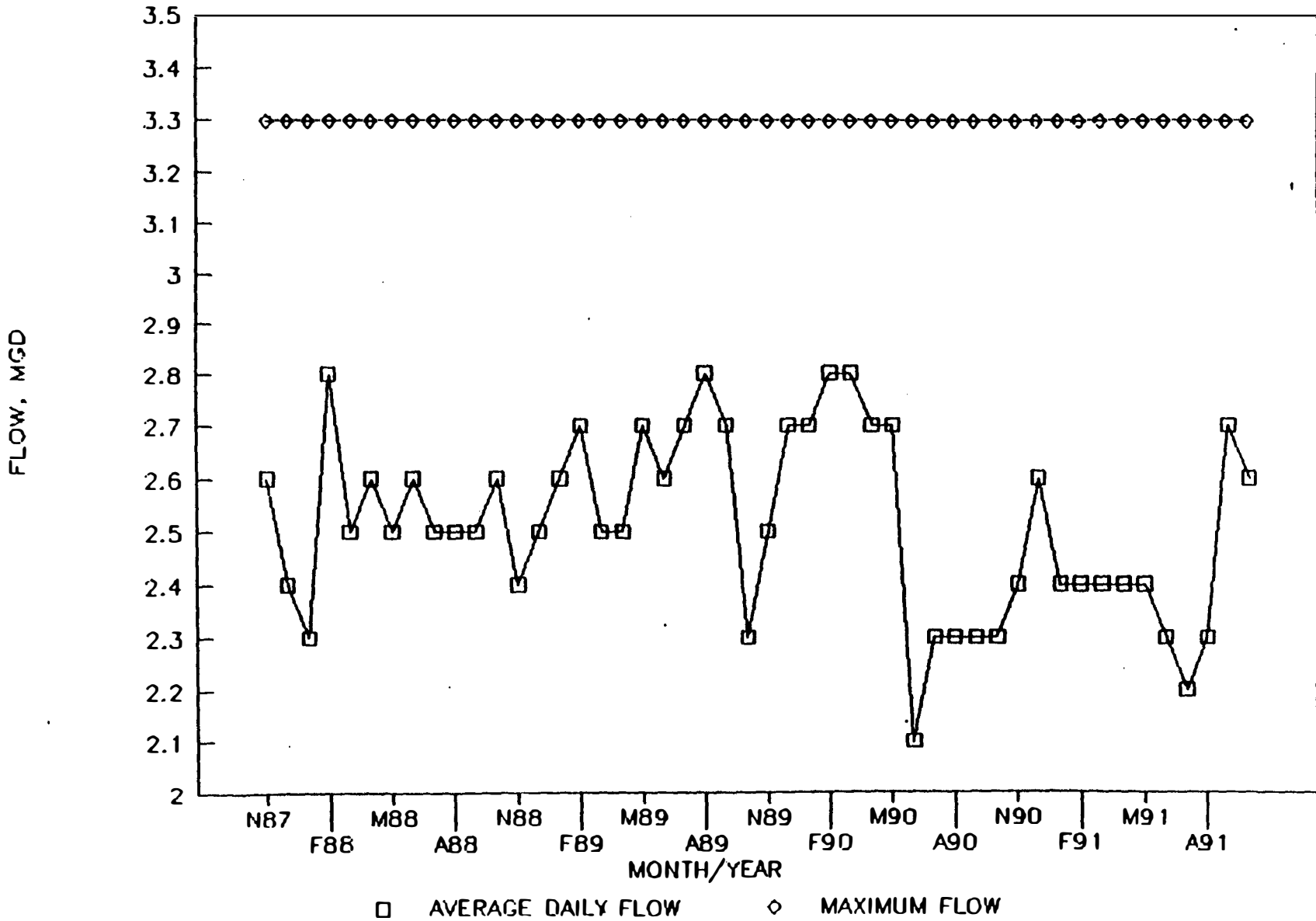
FUTURE FORT ORD CAPACITY IN MRWPCA REGIONAL SYSTEM

While some of the monies for construction of the Regional System were derived from federal and state grants, Ft. Ord directly purchased its 3.3 million gallons per day of capacity. Of this, Ft. Ord is currently discharging about 2.4 MGD. Increases in use up to the 3.3 MGD are possible, providing they are consistent with the MRWPCA's allocation system and the Air Plan. Additional capacity could be purchased from the MRWPCA, providing it is available.

Figure 47 shows Ft. Ord sewage flows over the last four years.

FORT ORD FLOW

NOVEMBER 87 TO OCTOBER 91



D-89

FIGURE 47

CONCLUSIONS

1. Creation of new sanitary entities to provide operation and maintenance services to the Ft. Ord system should be minimized.
2. Operation and maintenance of the Ft. Ord sewer system should become the responsibility of one or more existing local sanitary entities that have experience in such systems, if this is feasible. It would not seem practical to parcel out operation and maintenance to each future user, as the system does not lend itself to such division of operation due to interrelationships between the various components.
3. The decision as to who should operate and maintain the system should be deferred until more information is available regarding the future uses of Ft. Ord and a review has been made of the capabilities of the various entities who could best provide such services.
4. In the interim period until operation and maintenance of the sewer system is taken over by another entity, steps should be taken to ensure that the system does not deteriorate from a lack of preventive maintenance by Ft. Ord personnel. It is apparent that Ft. Ord's operations and maintenance staff has been drastically cut back from what it was prior to the decision to close the base. Current staffing levels are considered to be inadequate to properly operate or maintain the sewer system. If portions of the base are closed down and there are no flows being discharged to these portions of the system, further deterioration of the pipelines and pump stations in these portions will occur. Tree root intrusion into these pipelines may also occur to the point where it could be very costly, if not impossible, to restore them to operation in the future. Contracting with an existing entity, such as the Seaside County Sanitation District or the Marina County Water District, or contracting with a private firm to augment Ft. Ord's sewer maintenance staff, would be one approach to addressing this problem. Another approach would be for Ft. Ord's authorized staffing levels to be increased so that the workforce would be adequate to properly operate and maintain the sewer system.
5. Additional information is needed to better quantify the infrastructure improvements needed, the following work should be performed by a consulting

engineering firm to address the following:

- A. Obtain and review all available reports concerning the capacity and condition of the Ft. Ord sanitary sewer system.
- B. Conduct internal T.V. inspection of selected segments of the sewer lines to verify their condition and need for any repairs.
- C. Perform a detailed review of the pumping stations and associated equipment and prepare cost estimates to bring the system up to an acceptable condition.
- D. Perform a detailed review of the ultimate system capacity to determine how much development could be supported in various parts of Ft. Ord.
- E. Prepare estimates of personnel needed to operate and maintain the sewage system at an acceptable level.
- F. Evaluate wastewater reuse and storage potential at Ft. Ord. This could include use of reclaimed wastewater for golf courses, parks, open space, etc. Also, the reuse of the old Ft. Ord Treatment Plant should be explored.
- G. Assess the impact of the Ft. Ord hazardous waste cleanup program on potential discharges to the sewage system.

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Report to The Fort Ord Community Task Force
On
Solid Waste Issues

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Chair of Solid Waste Subcommittee
of the Water, Sewer and Solid Waste
Committee of the Fort Ord Base Closure
Task Force

Solid Waste Report

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EXECUTIVE SUMMARY

Since the cities of Marina and Seaside, and Monterey County will have to assume responsibility for meeting AB939 and other waste management legal requirements following the transformation of Ft. Ord, the Army should begin utilization of the franchise collection company(s) serving each of these areas when the current Monterey Disposal contract expires on June 1, 1992. A recycling advisory committee should be formed consisting of Army representatives, mayors of the on-post housing areas or their designees, and representatives from the cities of Marina, Seaside and Monterey County. The Monterey Regional Waste Management District should pursue the establishment of development or impact fees on new construction or renovation within the District which would increase the volume of solid waste going to a District landfill. Perhaps the Land Use Advisory Group should consider designating an appropriate area(s) for future use as the next regional solid waste landfill, even though it may not be needed for another 100 years.

PURPOSE OF REPORT

The purpose of this report is to address the Solid Waste issues that face Ft. Ord now and in the near future and to develop conclusions that will help to enable local agencies to deal with those issues following the transformation of Ft. Ord. Initially this report will be provided to the Ft. Ord Task Force Land Use Committee and to the Monterey County Integrated Waste Management Task Force.

BACKGROUND AND SCOPE

Sources of information for this report are Gary Parola from the Monterey Disposal Company, Pete Heckenlaible from the Ft. Ord Directorate of Engineering and Housing, and various persons from the Monterey Regional Waste Management District.

This report has been prepared by the Solid Waste Subcommittee of the Water, Sewer and Solid Waste Committee of the Ft. Ord Base Closure Task Force. The Chair for the Solid Waste Subcommittee is Mr. J. David Myers. Other members of the Solid Waste Subcommittee include Ms. Mary Anne Dennis and Mr. Jim Griffith.

CURRENT DISPOSAL PRACTICES

1. Tonnage: 24,425/year or 94/day 5 day/week
2. Trucks: 2 residential, 1 1/2 commercial, 3/4 roll-off
3. Type of Service: 40% Residential, 60% Commercial

4. Hours of Collection: Commercial 4:00AM-12:00PM
5. The Monterey Regional Waste Management District's (MRWMD) Marina Landfill receives about 1000 tons per day of refuse, including recyclables and Ft. Ord's 94 tons.

PLANS FOR CONTRACT RENEWAL

1. The current contract with Monterey Disposal expires on June 1, 1992.
2. According to Pete Heckenlaible, Chief of Ft. Ord's Engineering Division, the contract will be put out to bid again for another year with three 1 year renewal options, unless the Army decides to use the franchised haulers within the Cities of Marina and Seaside, and Monterey County (Carmel-Marina Corp.).
3. Conditions of the city annexation agreements, however, provide that Ft. Ord would continue to provide its own disposal service.

CURRENT RECYCLING PRACTICES

1. There is a 20-20 Recycling Buy Back Center at the Commissary for California Redemption Containers only (Open Wed-Fri, Sun 11-5PM).
2. The Ft. Ord Recycling Center, Bldg. 1426, 4th Ave. is a drop-off center for cardboard, mixed paper, and California Redemption Containers (Open Mon, Wed, Fri 8-4PM).
3. Monterey Disposal also operates 25-30 drop-off locations for newspaper and cardboard.
4. A request for proposals soon will be sent to Monterey Disposal to provide curbside collection at single family residences. No multiple family residences will be included at the present time.
5. As required by state law (AB939), Source Reduction and Recycling Elements (SRRE) are being prepared by Monterey County staff for each city, the unincorporated area, and for Ft. Ord, separate from the cities of Marina and Seaside. The Army has paid its share of these costs but it is still not clear who will be responsible for reviewing the SRREs for meeting the AB939 requirements.

6. Staff may be under the false impression that curbside recycling will meet the requirements and make money for the operator of the program.

MONTEREY REGIONAL WASTE MANAGEMENT DISTRICT MEMBERSHIP

1. Will the Army pay property tax "in-lieu" fees to the District as discussed with Col. Meurer in 1985? According to Col. Laska, Col. Meurer's successor as Director of Engineering and Housing, funds were supposed to be included in the Federal Budget for this purpose. But payments were never made and the District has continued to assess 50% (out-of-district) surcharges on the Ft. Ord wastestream.
2. The District Board has formed a committee of Board members to recommend a solution to this problem, including the possibility of fees on new development within District boundaries.

IMPACT OF DEMOLITION AND REFUSE REMOVAL FROM FORT ORD TO MARINA LANDFILL

1. The volume of material in excess of the current wastestream is unknown.
2. The Marina Landfill, however, has more than 100 years of site life assuming that the AB939 50% recycling goals are met in the year 2000. This estimate does not take into account the potential of reduced area wastestreams following Ft. Ord's downsizing or additional capacity that may be achieved by maximizing sand excavations at the site.

IS SPACE AVAILABLE FOR FUTURE LANDFILL OPERATIONS BY WASTE MANAGEMENT DISTRICT, CITY OF SALINAS, OR OTHER LOCAL AGENCIES?

1. Less than 400 acres of the Marina landfill site should provide more than 100 years of solid waste capacity for MRWMD residents and businesses. With more than 20,000 acres of undeveloped land on Ft. Ord it would seem reasonable that some space could be dedicated to future landfill use.
2. The MRWMD, Monterey County and the city of Salinas may want to jointly plan for a future regional landfill in one of the many canyons on the eastern side of Ft. Ord.

CONCLUSIONS

1. Franchise Agreements

Since the cities of Marina and Seaside, and Monterey County will have to assume responsibility for meeting AB939 and other waste management legal requirements following the transformation of Ft. Ord, the Army should begin utilization of the franchise collection company(s) serving each of these areas when the current Monterey Disposal contract expires on June 1, 1992. New short term contracts should include requirements for curbside and commercial recycling programs and should be as similar to the existing city and county franchise agreements as possible. This will allow a smooth transition of responsibility for meeting state and federal law to the cities and county.

2. Recycling Advisory Committee

A recycling advisory committee should be formed consisting of Army representatives, mayors of the on-post housing areas or their designees, and representatives from the cities of Marina, Seaside and Monterey County. The committee should be responsible for helping in the preparation and review of the Ft. Ord SRRE. It should also help to educate the people living and or working on post as to the need for recycling and the economic aspects of it. The chairperson of the committee should attend the monthly meetings of the county Integrated Waste Management Task Force.

3. Monterey Regional Waste Management District Membership

The MRWMD should pursue the establishment of development or impact fees on new construction or renovation within the District which would increase the volume of solid waste going to a District landfill. In addition, any governmental agency, private business, other organization or individual continuing to use or acquiring for use any existing facilities within the boundaries of Ft. Ord should be required to pay similar fees to the District. These one-time payments would compensate the District for:

- a. Disposal site capacity that was acquired in the 1950s through the assessment of property taxes on all property within the original District boundaries excluding Ft. Ord.
- b. Site improvements and facilities which have increased or will increase disposal site capacity.

c. Acquisition of additional or replacement landfill space in the future.

4. Future Landfills on the Ft. Ord Site

The Land Use Advisory Group could consider designating an appropriate area(s) for future use as the next regional solid waste landfill, even though it may not be needed for another 100 years.

Report To The Fort Ord Community Task Force
on
Gas, Electric, Telephone and TV Cable Facilities

Bruce McClain
Chair of Utilities Subcommittee
Prepared by the Utilities Committee of the
Utility/Infrastructure Advisory Group

UTILITIES COMMITTEE

Gas, Electric, Telephone & TV Cable Facilities

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FORT ORD GAS, ELECTRIC, TELEPHONE & TV CABLE

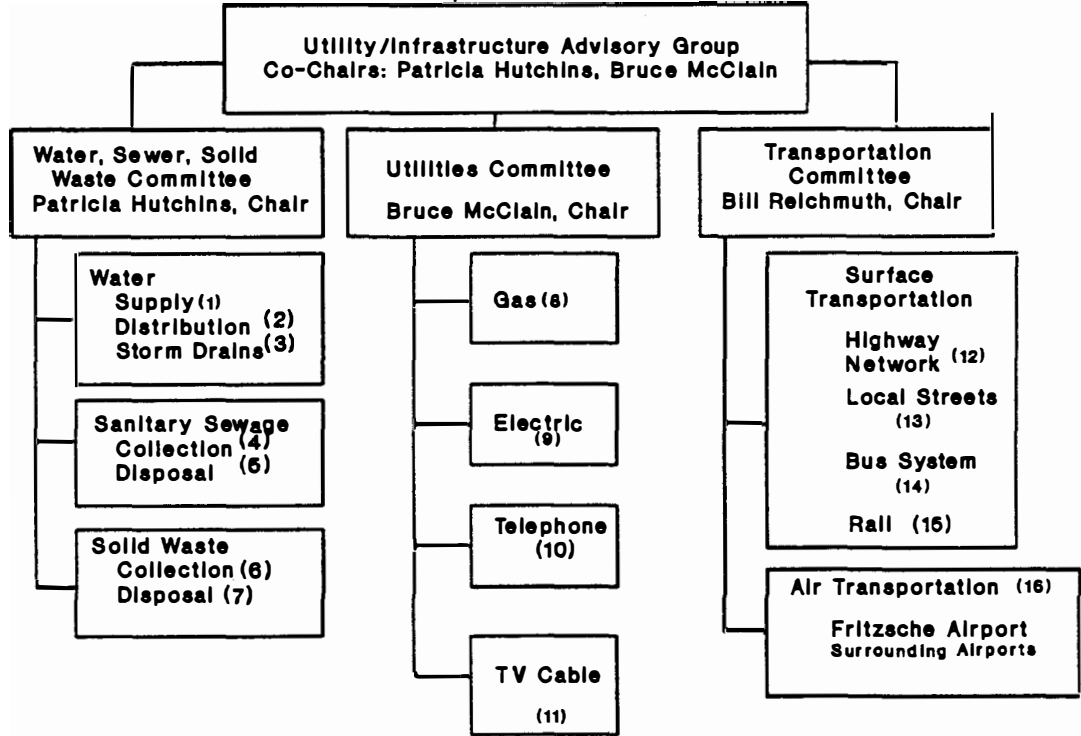
EXECUTIVE SUMMARY

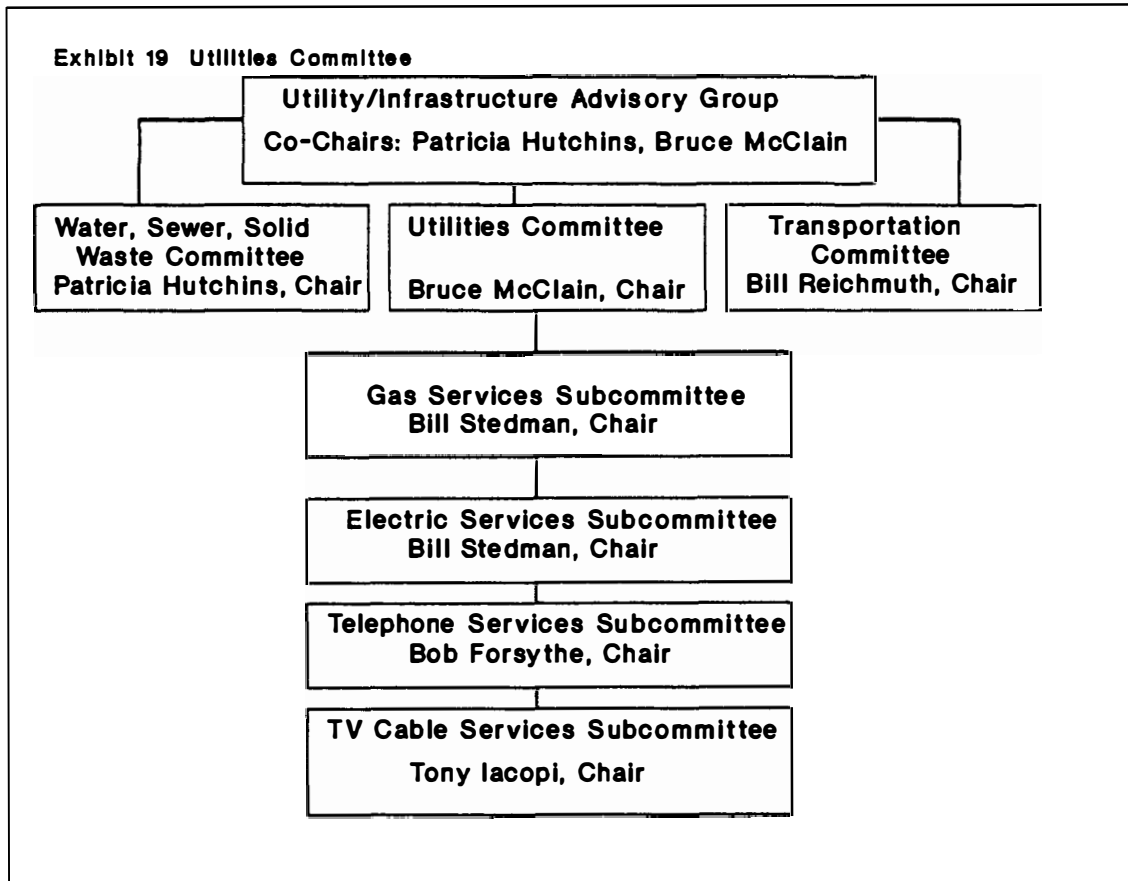
The Utilities Committee is composed of 14 members representing public utilities, local government agencies and the general public. Its objective is to review the existing facilities at Ft. Ord providing gas, electric, telephone and TV cable services and to make comments to the Task Force concerning the effects that downsizing Ft. Ord will have on these services.

In order to review the four infrastructure components (#8 through #11 on Exhibit 18) the Committee was divided into four Subcommittees (Exhibit 19). The Subcommittee reports are included and follow this Committee report.

Assistance and information from the Directorate of Engineering and Housing at Ft. Ord were indispensable in the preparation of the Subcommittee reports. Similar assistance from the three public utility companies involved made this report possible.

Exhibit 18 Sixteen Infrastructure Components





Downsizing of Fort Ord and Impact Summary

The future configuration and operation of these four utilities in the Ft. Ord area depend, to a large extent, on two determinations by the Army:

1. The final boundaries of the remaining military enclave.
2. Whether or not the Army wishes to continue to own and/or operate utilities within the enclave to the extent that they now do.

These determinations are especially important for gas and electric services. Like water distribution, sewage collection, and the highway network, their modification to properly serve the area outside the enclave will impact the existing systems unless there is close coordination among all jurisdictions and agencies involved.

Ownership of utility improvements and the creation of proper public utility easements for both present and future use will have to be determined as part of "excessing" the Ft. Ord property outside the enclave.

Individual subcommittee reports should be reviewed for details of the specific effort on each of the four utilities.

Opportunities and Constraints

Establishing a military enclave and "excessing" the balance of the Ft. Ord property provides an opportunity for the Army to review its gas, electric and telephone facilities to determine the best way to serve the enclave.

Likewise, there will be an opportunity for the cities of Seaside and Marina, in cooperation with the Army, the County and the public utilities involved to develop utility systems which not only serve the Ft. Ord area but are compatible with the existing systems serving the areas adjacent to Ft. Ord.

These four utilities do not pose major constraints on the reuse of Ft. Ord.

Concepts and Alternatives Evaluated

Alternative actions to reduce adverse effects were reviewed where appropriate. Recommendations to the Task Force concerning future ownership, operation, and maintenance for the four utilities are included to the extent possible at this time.

The major concepts considered were as follows:

- a) Continue the present combination of Army/Public Utility services both within and outside the enclave.
- b) The Army would continue the present combination of utility services within the enclave, and public utilities would provide services outside the enclave.
- c) A utilities district would be formed to provide services and contract with the Army for service inside the enclave.
- d) The Army would continue the present combination of utility services within the enclave, and a utilities district would be formed to provide service outside the enclave.

Our conclusion was that these four utilities could best be handled by b) above. However, if other infrastructure components, especially water supply, water distribution, storm

drains and sewage collection can be more effectively provided by c) above, the consideration should be given to including gas and electric services.

Priorities and Recommendations

1. If the Army decides to keep ownership and/or control of utilities with the enclave, they should have the responsibility to create new systems both inside and outside the enclave. This responsibility would vary with the utility involved. In some cases the "outside" system should logically await land use decisions. However, no area now being served should be left without utility services, either because of separating the systems serving the enclave or because existing Army systems outside the enclave are abandoned for maintenance by the Army.

2. Unless some utility agency is created to administer water and sewer services, gas and electric services outside the enclave not presently served by the Pacific Gas & Electric Company should be taken over by them. They are in the best position to work with the Army and future developers in the area to modify the systems to accommodate reuse of the area.

3. Similarly, Pacific Bell should take over telephone service outside the enclave. They currently serve those residential areas, and they propose to continue service to the enclave. They will not reuse any Army telephone facilities for reasons stated in the report.

Both PG&E and Pacific Bell have franchises to serve the three jurisdictions involved—Marina, Seaside and the County.

4. With regard to TV Cable, service to all of the builtup area of Ft. Ord is being provided by one company under a license from the Army. This includes the areas of Ft. Ord which have already been annexed to Marina and Seaside as well as areas proposed for annexation to these cities.

A second company has franchises with the two cities and the County to provide TV cable service. The Committee recommends that the choice as to which cable company (or both) should serve the areas outside the enclave be left to the individual jurisdictions.

It should be noted that the status of TV Cable Service is very similar to Solid Waste Collection service in Ft. Ord.

5. If it is deemed desirable by the Task Force and feasible by further study, a utilities district could be formed to take over some of the infrastructure components (See Exhibit 18). Water supply (1), water distribution (2), storm drains (3), sewage collection (4), gas service (8) and

electric service (9) might best lend themselves to this approach.

Advantages:

- a) The district could take over the Army systems entirely and contract with the Army to serve the enclave; or, if the Army chose to operate enclave utilities (see Concepts as well as Alternatives, c) and d) above), the District could provide service to all of the areas outside the enclave.
- b) None of the adjacent jurisdictions--the County, the five Cities, the Seaside County Sanitation District or the Marina County Water District--are currently organized to take over maintenance and operation of the Army water and/or sewer systems in their entirety or even partially. The California-American Water Company and the Monterey Peninsula Water Management District are facing continuing water supply problems in their existing service area.
- c) Gas is available on the open market which might be purchased at rates lower than PG&E rates. Electric power is not available on the open market but may be available through a consortium arrangement.
- d) Consolidated management of these utilities should serve to reduce total cost and expedite water reuse and conservation plans.
- e) Those interested in reusing or redeveloping the area outside the enclave would have only one agency to deal with for five major infrastructure components.

Disadvantages:

- a) A utilities district would take over old systems which do not meet current standards for civilian use. Also, adequate records are not available in many cases.
- b) A new utility district would probably begin with a zero tax base, without access to the special district augmentation fund and without state aid. Loans from the County and the two cities and/or bank loans would mean starting the district in debt.
- c) An in-depth engineering feasibility study should be made before such a district is brought into being. Funding such a study would be a problem. The Committee does not recommend that telephone service or TV cable be a part of such a utilities district.

6. There are no engineering constraints imposed by any of these four utilities which would prevent land reuse including growth of the Ft. Ord area. The cost of replacing old Army gas, electric and telephone systems will be a factor in the redevelopment plans for the area outside the enclave.

Report to Fort Ord Task Force

on

Telephone Facilities

Located on Fort Ord

Telephone Facilities Sub-Committee of the
Fort Ord Task Force Utilities Committee

Telephone Facilities

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References*

- * Members of Telephone Facilities Sub-Committee contributing to this report:

Bob Forsyth, private citizen

Jim Griffith, Public Works Superintendent, City of Seaside

Rebecca Kay, Engineer, Pacific Bell

FORT ORD TELEPHONE FACILITIES

SUMMARY

Pacific Bell currently directly serves several areas as well as individual customers on government land and will continue to serve these customers in the future.

Pacific Bell currently provides service to Army agencies via underground cables that terminate on the Army's main dial frame. Pacific Bell will continue with this arrangement in the future.

Pacific Bell will continue to provide routine maintenance for its cables on what is now government land.

Army telephone facilities do not meet Pacific Bell standards; the expense involved to bring Army facilities up to standards would be prohibitive; therefore, Pacific Bell will not reuse Army telephone facilities.

Future developments and customers can be served by one of six Pacific Bell switching centers located around what is now government land.

Future cable placements, replacements, reinforcements and extensions will probably be underground or direct-buried.

Right of Way or PUEs will need to be obtained to serve future developments; and, PUEs need to be "grandfathered" to cover existing utilities as land title changes.

The existing lease agreements between Pacific Bell and the Department of Defense will need to be revised.

The new ownership of poles will need to be determined for those areas now served aerially which will be released to municipalities or other developers.

PURPOSE STATEMENT

The purpose of this report is to provide information regarding telephone facilities located on Ft. Ord to the Ft. Ord Utilities Committee, and ultimately, the Ft. Ord Task Force.

FINDINGS

EXISTING FACILITIES

Pacific Bell serves Ft. Ord via underground copper cables from the Pacific Bell switching center in Seaside. These cables terminate on the Army's main dial frame in the Army's

switching center on North South Road. From there, Army distribution cables provide most of the telephone facilities to what is known as the Main Garrison portion of Ft. Ord.

Pacific Bell directly serves (without interfacing through the Army main dial frame) all of the residential areas, from its two switching centers in Seaside and Marina. The residential areas served from Pacific Bell's Seaside switching center are: Hayes Park, Stilwell Park, Fitch Park, Thorson Village, the Mobile Home Park, and Marshall Park. The residential areas served from Pacific Bell's Marina switching center are: Patton Park, Abrams Park, Frederick Park and Schnoover Park.

Additionally, Pacific Bell directly serves two child development centers and the Ft. Ord Credit Union from their Seaside switching center and a mini-mart PX from their Marina switching center.

The 911 service is currently available to all housing areas that are served by Pacific Bell. It is also available now at all coin phone locations and any Army phones that have outside line capabilities. As areas are released and/or developed, 911 service will be made available.

Pacific Bell has supporting structure (manholes and conduits) along Beach Range Road, connecting the Marina and Seaside switching centers. Crossings over Highway 1 exist at the Eighth Street overcrossing as well as at a point just south of Ft. Ord's Main Gate to a pole on Gigling Road west of North South Road.

Pacific Bell has no facilities in the East Garrison area, nor on Fritzsche Airfield. Development of those areas would require Pacific Bell to extend its facilities.

Pacific Bell currently leases supporting structure (poles and conduit) to serve portions of the residential areas and the Army Switching Center. The amount paid is determined by an annual inventory of cable pairs used, as well as space on poles and conduits. These leases will need to be revised as land is released for private or municipal development.

BACKGROUND INFORMATION

In 1976 Pacific Bell and the Department of Defense, Ft. Ord, signed lease contracts allowing for the reciprocal mutual use of cables, poles, conduits, terminals, etc. Inventories were taken yearly to determine how much Army cable was being used by Pacific Bell to serve customers on base. Likewise, inventories were taken yearly to determine how much Pacific Bell cable (on base) was being used by the Army. Usage rates were based on the number of working lines and measured in quarter-mile increments from the Army switching center to the

point of termination. Initially, a rate of \$.50 per quarter mile per working line was agreed upon; throughout the years, adjustments have been made to reflect higher expenses of maintenance. In many areas, especially the single-family housing areas, as Army cable became too deteriorated, and maintenance hours and expenses increased, Pacific Bell replaced Army cables with Pacific Bell cables, per agreements with DoD.

CURRENT CONDITION OF FACILITIES AND MAINTENANCE PRACTICES

Pacific Bell cables on Ft. Ord property are maintained by Pacific Bell employees in conformance with Bell System practices, General Orders 95 and 128, and other current safety practices. Pacific Bell cables are monitored closely and when maintenance hours and costs become too high, studies are conducted to determine the economic feasibility of replacement. As mentioned above, cables are replaced routinely when circumstances prove that replacement is the best course of action. The most recent cable replacements (1990) were in the Patton Park residential area.

This report cannot speak to how Army cables are maintained. Visual inspection of Army poles and cables reveal numerous infractions of General Order 95 and other safety hazards. Estimated costs to correct these infractions and safety hazards would be prohibitive. An inventory of Army cable records does not indicate the age of Army cables. Discussions with a civilian maintenance splicer indicates that any new army cable is spliced with 3M modules. Pacific Bell switched from 3M modules to 710 connectors ten years ago after experiencing numerous problems with the 3M modules. In addition, the two splicing methods are not compatible with each other. FOR SAFETY REASONS, AS WELL AS TECHNICAL REASONS, PACIFIC BELL WILL NOT REUSE ARMY FACILITIES.

ISSUES AFFECTING FUTURE USES OF FORT ORD

Pacific Bell will continue to serve all land retained by U.S. Government as it does today: provide telephone facilities to the Army's Switching Center mainframe, to interface with Army facilities.

Pacific Bell will continue to directly serve all existing residential areas from their Seaside and Marina switching centers. Pacific Bell will also continue to serve directly the child development centers, credit union, and mini-PX mentioned above. If there are other customers on Ft. Ord lands which Pacific Bell now serves directly that are not mentioned in this report, Pacific Bell will continue to serve them directly in the future.

Since these customers were initially on government land,

no rights of way were obtained, nor were Public Utility Easements (PUE) established. As these lands come under the jurisdiction of agencies other than the U.S. Government, PUEs will need to be established where utilities already exist.

As government land is released, Pacific Bell could provide service to new customers under the appropriate rates and tariffs on file with the California Public Utilities Commission (CPUC). All of the government land on Ft. Ord is on file with the CPUC and Pacific Bell is directed to serve those lands. As each new customer or new development becomes known, Pacific Bell would apply the appropriate rates and tariffs- no special bonds or fund-raising would be involved. Pacific Bell would choose one of six possible switching centers to serve new customers, based upon the most economical means to get to the new customer's location. Rights of way or public utility easements will have to be obtained from the new land owners. Pacific Bell's six switching centers surrounding government lands are located in Marina, Salinas, Spreckles, Hunter (along a portion of Highway 68 at San Benancio Cyn. Rd.), Monterey, and Seaside. Pacific Bell would place new cable to the new customer(s); reuse of existing Army cables would not be practical or economically feasible for the reasons mentioned above.

In most instances, future placements, replacements, reinforcements or extensions of Pacific Bell cables will be underground or direct-buried. It must also be noted that a risk is involved in placing buried cable in former Army impact areas, even though these areas will be cleaned up.

The records of all underground utilities (water, gas, telephone, electric, sewer, and TV) on Ft. Ord will need to be made available to the appropriate agencies to protect from accidental dig-ups as new construction starts. Utility companies and municipalities in the area today use Underground Service Alert (USA) to coordinate the locating of underground and buried utilities prior to commencing excavations.

RECOMMENDATIONS

1. Whenever land title changes, include PUEs for all existing utilities.
2. Records of underground and buried Army utilities should be made available to USA.
3. A plan and schedule be formulated directing the removal of Army utilities, by the Army, prior to new utility services being established.

Fort Ord Task Force
on
Cable Television Plant and Facilities

Prepared by the Cable Television
Subcommittee of the Utilities Committee

Cable Television Plant & Facilities

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FORT ORD CABLE TELEVISION

PURPOSE STATEMENT

The purpose of this report is to provide information and basic recommendations regarding the Cable Television facilities located on Ft. Ord to the Ft. Ord Utilities Committee which will be utilized by the Ft. Ord Task Force.

FINDINGS

Existing Cable Television Facilities. Coastside Cable TV, Inc. D.B.A. WestStar Cable TV (WestStar) is the primary operator of CATV service on Ft. Ord. All of the plant and equipment is owned by Coastside Cable TV, Inc. D.B.A. WestStar Cable TV. WestStar has one office space located at Bldg 1A-142 Forth Ave. on Ft. Ord. Within this office facility all operations, billing and customer walk-in and telephone traffic are performed. The Headend facility is located next to the main water tower off of Parker Flats Cutoff behind the Hospital. This facility gathers all of the off-air and most of the satellite stations placed on WestStar's system. Currently there are 95 miles of CATV plant throughout Ft. Ord. The plant is located strictly in the housing and the Garrison Area. There is no plant located in the East Garrison or the range areas. Of the plant approximately 40% is underground and 60% is overhead. All of the new housing (Abrams, Schoonover, Fredericks, Preston, Schnoover Extension and 5100 & 5200 Coe Ave.) is underground. All of the Garrison and older housing areas are overhead.

Within the Garrison, including the barracks around the Hospital, the CATV system is Two-Way. This allows for the use of a Wide Area Network (WAN) for data communications between the office units of the Garrison and the Mainframe computers at DPI.

All of the housing units are wired for CATV service in at least two (2) locations within the unit. Most of the Barrack units are wired for CATV service to each of the Barrack rooms. The hospital is wired for CATV service to a majority of the rooms and for Data service to some of the offices.

Current Condition of Plant and Maintenance Practices. All of the plant is currently maintained to WestStar's and the NCTA standards. The plant which has been placed by WestStar is within conformance of General Orders 95 and 128. However, some of the plant, based on practices of the Department of the Army regarding these orders have been placed out of this conformance. The performance of the plant is continually monitored so as to conform with current FCC signal leakage standards.

Issues Affecting Future Uses of Ft. Ord. WestStar is presently licensed and franchised to operate its CATV system within the boundaries of Ft. Ord. The current franchise is a 15 year contract with the Department of the Army which was initiated on October 1, 1989 which allows WestStar to operate CATV services and WAN Services on Ft. Ord and the Presidio of Monterey. The cities of Marina and Seaside, have annexed portions of Ft. Ord and propose further annexations. During the time when this control is shifted from the D.O.D., WestStar fully intends to cooperate, work with and negotiate with each city involved for the proper authority granting WestStar the appropriate permission to continue to operate its CATV system and serve its existing subscriber base within the current existing Ft. Ord boundary.

MPTV is presently franchised to operate within the existing boundaries of Marina, Seaside and Monterey County. It is not an unusual situation for two (2) or more CATV systems to operate within the same city. The issue of service area is presently unresolved.

As Public Utilities Easements (PUEs) are established, WestStar will work with Pacific Bell and PG&E to amend its present pole attachment and joint trench agreements to maintain the capability to continue operations as they currently exist.

RECOMMENDATIONS

1. In the event any plans are established for a University Campus or other such entity, WestStar with its current 2-way capabilities within the Garrison areas is suited to provide this entity with both CATV service as well as LAN capabilities if the entity is located in the Garrison area.
2. Any plan by the Army for the removal of existing plant should be coordinated with WestStar to ensure no damage to existing useful plant. This is important as WestStar's plant is designed with a trunk and distribution system which traverses the entire base. Therefore, these plans should be coordinated to insure that no disruption of service or destruction of existing plant will occur.

SUMMARY

WestStar has CATV plant and facilities throughout Ft. Ord. WestStar will work with the local municipalities to resolve any franchising issues which are currently not resolved. There is a need for coordination between the Army and WestStar regarding any activity involving the displacement of any existing plant.

Report to The Fort Ord Community Task Force
on
Electric Facilities

Utilities Infrastructure Task Force,
Electric Subcommittee

Electric Facilities

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FORT ORD ELECTRIC FACILITIES

PURPOSE STATEMENT

The purpose of this report is to provide information regarding electric facilities located on Ft. Ord to the utilities committee and the Ft. Ord Task Force.

FINDINGS

The electric facilities serving Ft. Ord are divided into three categories; transmission, substation and distribution. (Attachment #1, #2 and #3)

1. Transmission

Transmission systems traverse through the base. They include two 60kv and two 115kv systems.

The 60kv systems are known as the Salinas/Del Monte 60kv number 1 and 2 lines. These lines serve Ft. Ord and city and county areas within the greater Monterey Bay area.

The 115kv systems are known as the Moss Landing/Del Monte 115kv numbers 1 and 2 lines. These lines serve the city and county areas within the greater Monterey Bay area but do not serve Ft. Ord.

2. Substation

The 60kv tap serving the base feeds into Ft. Ord Substation located immediately north of the hospital. The substation reduces voltages from 60 to 12kv and provides two 12kv circuits. One serves the Ft. Ord switching station; 17.4 mva, and the other serves the city of Marina; 6 mva.

The Ft. Ord substation site is on U.S. Army property and is secured by an easement. The equipment therein belongs to PG&E.

A metal clad switching station is immediately adjacent to the substation. It is solely owned and operated by the U.S. Army. All seven Army owned and operated distribution feeders begin from this station.

3. Distribution/Metering

Presently the Army serves the entire base and is metered at the substation except for the following:

ELECTRIC TRANSMISSION & DISTRIBUTION SYSTEM

SHEET 1

EAST GARRISON
PG&E 12/4KV STEPDOWN



SEE SHEET 2 FOR LEGEND

60KV TOWERLINE

RESERVATION RD

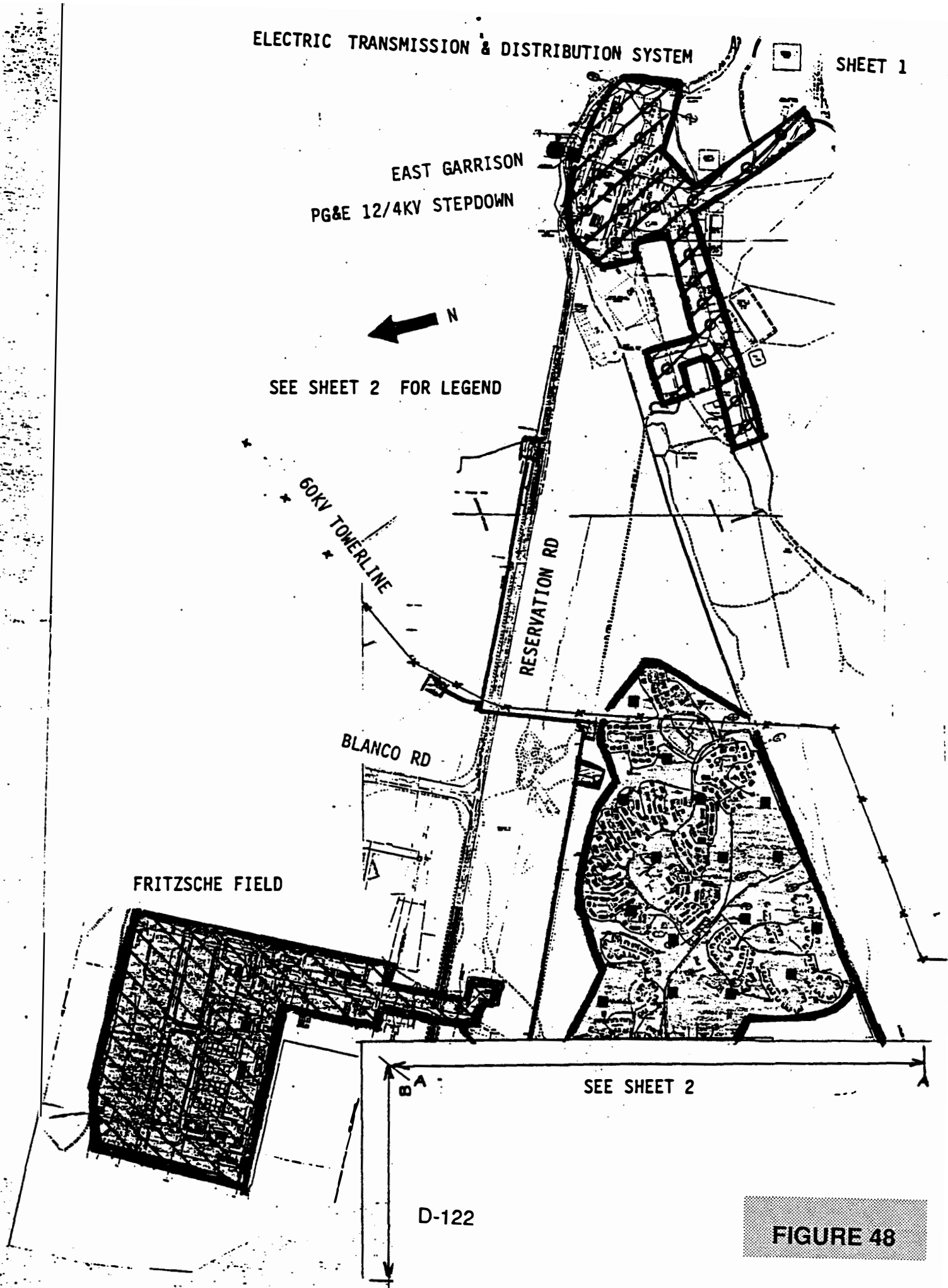
BLANCO RD

FRITZSCHE FIELD

SEE SHEET 2

D-122

FIGURE 48



ELECTRIC TRANSMISSION & DISTRIBUTION SYSTEM

SHEET 1

EAST GARRISON
PG&E 12/4KV STEPDOWN



SEE SHEET 2 FOR LEGEND

60KV TOWERLINE

RESERVATION RD

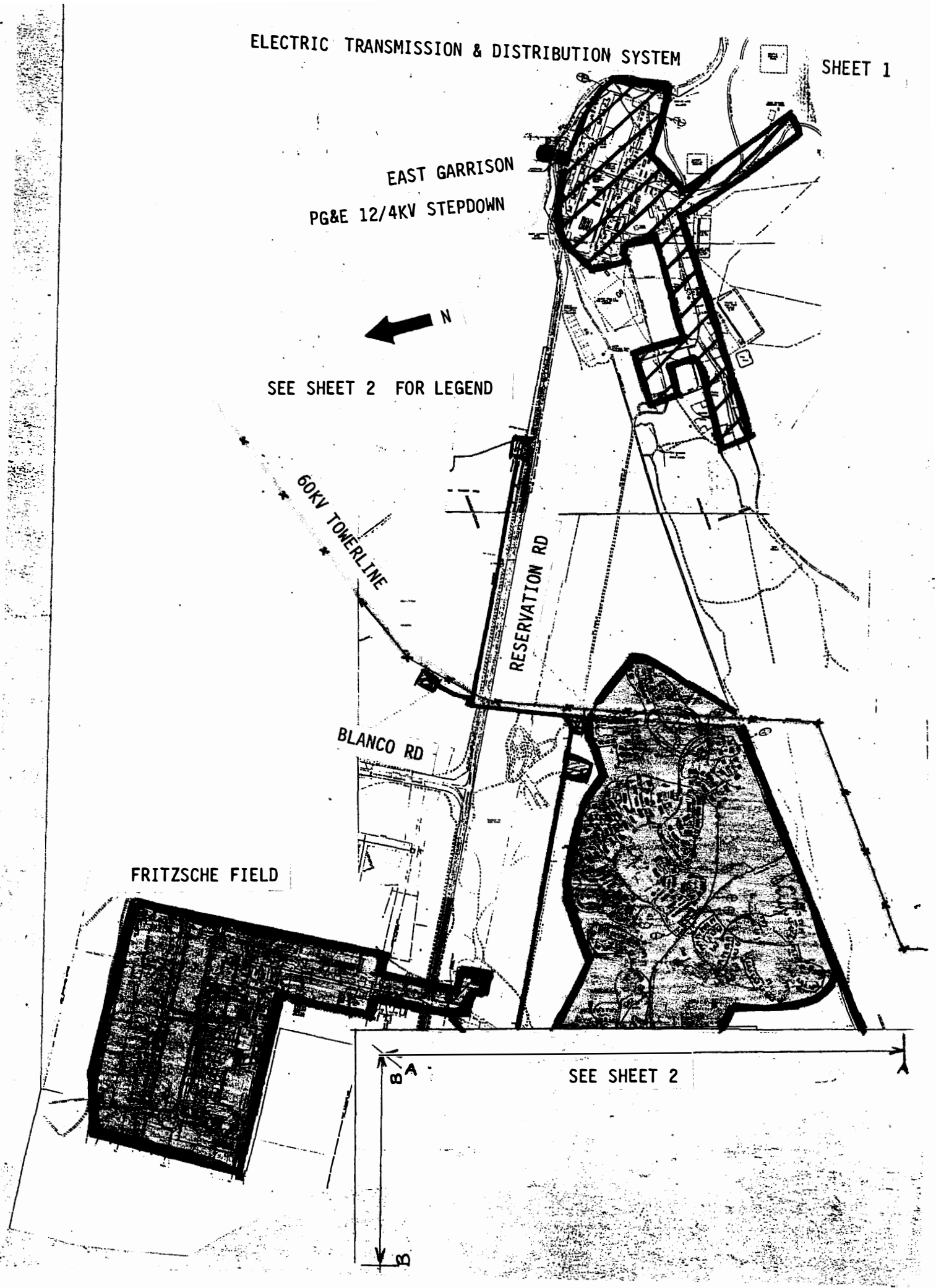
BLANCO RD

FRITZSCHE FIELD

SEE SHEET 2

B A

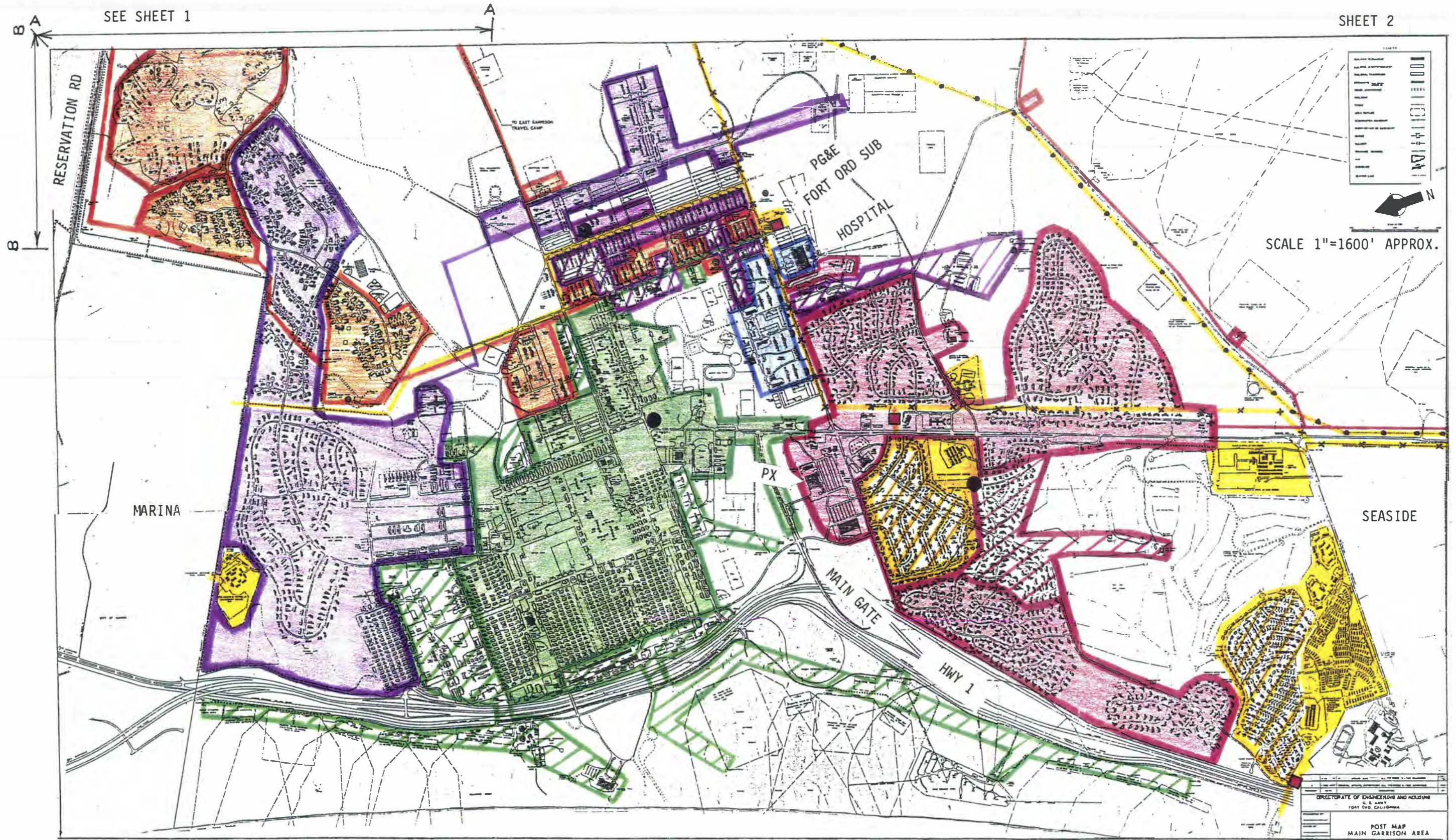
B



ELECTRIC TRANSMISSION & DISTRIBUTION SYSTEM

SEE SHEET 1

SHEET 2



- | | | | | | | | |
|-------------------|-----------------|-----------------|----------------|-----------------|------------------------------------|---------------------|--------------------------|
| ■ PRI. METER | ■ = FDR #1-12KV | ■ = FDR#4-2 4KV | ■ = FDR#4-12KV | ■ = FDR#4-3 4KV | ■ = FDR#8-12KV | ■ = E. GARRISON 4KV | ● = PG&E 115KV TOWERLINE |
| ● 12/4KV STEPDOWN | ■ = FDR#2-12KV | | ■ = FDR#5-12KV | ■ = FDR#4-1 4KV | ■ = PG&E OWNED FAC. PRIMARY METER | | × = PG&E 60KV TOWERLINE |
| | ■ = FDR#3-12KV | | ■ = FDR#6-12KV | | ■ = PG&E OWNED FAC. INDIVID. METER | | — = PG&E 12KV POLELINE |

DIRECTORATE OF ENGINEERING AND HOLDINGS
U.S. ARMY
FORT ORD, CALIFORNIA
POST MAP
MAIN GARRISON AREA

Bayview Park: Master metered PG&E owns and operates the distribution facilities.

North Bayview Park: Master metered PG&E owns and operates the distribution facilities.

Thorson Village: Individually metered PG&E owns and operates the distribution facilities.

Schools: Individually metered PG&E owns and operates distribution facilities.

The most recently constructed housing, e.g., Schnoover Park are designed for individual meter installation.

ISSUES AFFECTING FUTURE USES

The following is a list of issues which are more specifically addressed under recommendations later in this text:

- ~ Primary metering at housing development sites
- ~ Difficulty to serve individual metering
- ~ Separation of existing service systems
- ~ Cost to serve individual metering
- ~ Easement rights
- ~ Facility corridors across open lands
- ~ State and federal requirements governing utilities
- ~ Street light systems
- ~ Franchise fees
- ~ Support capability
- ~ Potential future engineering studies
- ~ Service problems related to water well systems.

RECOMMENDATIONS

1. Easement rights will need to be considered for facilities outside federally retained properties.
2. Existing facility corridors serving the greater Ft. Ord Monterey Bay area cross open lands. Future land use must consider relocation potential.
3. State and federal regulations, rules and tariffs as applied to electric utility facility design and operation, including associated costs must be considered.
4. Ownership, service to and maintenance of street light systems requires analysis.
5. Utility franchise fees on non-federally retained lands should be considered.

6. The capability of the existing electric system to support future uses will depend on the specific use decided.
7. The U.S. Army should consider retention of their metal clad switchgear at Ft. Ord Substation and continue service to them under current facility arrangements.
8. The U.S. Army should consider continuance of metering and facility arrangements in the Bayview, North Bayview and Thorson Village housing areas.
9. Consider an engineering study to determine the best alternatives to serve electric needs outside federally retained lands.
10. If the existing Army operated water wells and pumps are released to public use, the problems outlined in the Keller and Gannon Ft. Ord Power Study dated September 1991 (contract DACA 05-89-D-002 PN 923B) should be addressed.
11. Record of buried utilities should be made available to (USA) underground service alert.
12. Review service continuity problems resulting from separation of feeders should the Army decide to retain feeds to their own systems.

SUMMARY

1. The Pacific Gas and Electric Company presently serves facilities on Ft. Ord with two different arrangements. They are: master metering and individual metering. Distribution facilities consist of U.S. Army owned and operated plant and PG&E owned and operated plant, the major portion of which is U.S. Army owned and operated.
2. Electric transmission systems traverse Ft. Ord serving the U.S. Army and the greater Monterey Bay area.
3. Consideration for service continuity upon decided separation (or not) of electric distribution systems should be a focal point.
4. Individual metering site requirements, system condition, operability and costs to meet current state and federally mandated requirements, requires further analysis.
5. Capability to serve existing loads is not a problem. Future capability requirements are dependent upon development.

Report to the Fort Ord Community Task Force
on
Gas Facilities

Utility Infrastructure Task Force,
Gas Subcommittee

**Gas Facilities
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FORT ORD GAS FACILITIES

PURPOSE STATEMENT

The purpose of this report is to provide information regarding gas facilities located on Ft. Ord to the utilities committee and the Ft. Ord Task Force.

FINDINGS

The gas facilities serving Ft. Ord are divided into three categories; transmission, regulation and distribution. (Attachment #1)

1. Transmission:

Transmission systems traverse through the base. They include 10" and 16" diameter lines. The 16" lines parallels State Highway #1 running in a north/south direction, the 10" takes off at approximately a 90° angle running east. Pressures range from 313 to 408 psig. These lines serve Ft. Ord and county and city areas within the greater Monterey Bay area.

2. Regulation

Regulation and metering points are identified as Sanitary Fill Road, 8th and 2nd, gas transmission regulator, Gigling Road and Coe Avenue.

3. Distribution/Metering

Presently the U.S. Army serves the entire base with the following exceptions:

Bayview Park:	Master metered PG&E owns and operates the distribution facilities
North Bayview Park:	Master metered PG&E owns and operates the distribution facilities
Thorson Village:	Individually metered PG&E owns and operates the distribution facilities
Schools:	Individually metered PG&E owns and operates the distribution facilities

GAS TRANSMISSION & DISTRIBUTION SYSTEM

SHEET 1

EAST GARRISON

Transmission Line Monterey #2
(operating pressure 313 psig)

SEE LEGEND SHEET 2



RESERVATION RD

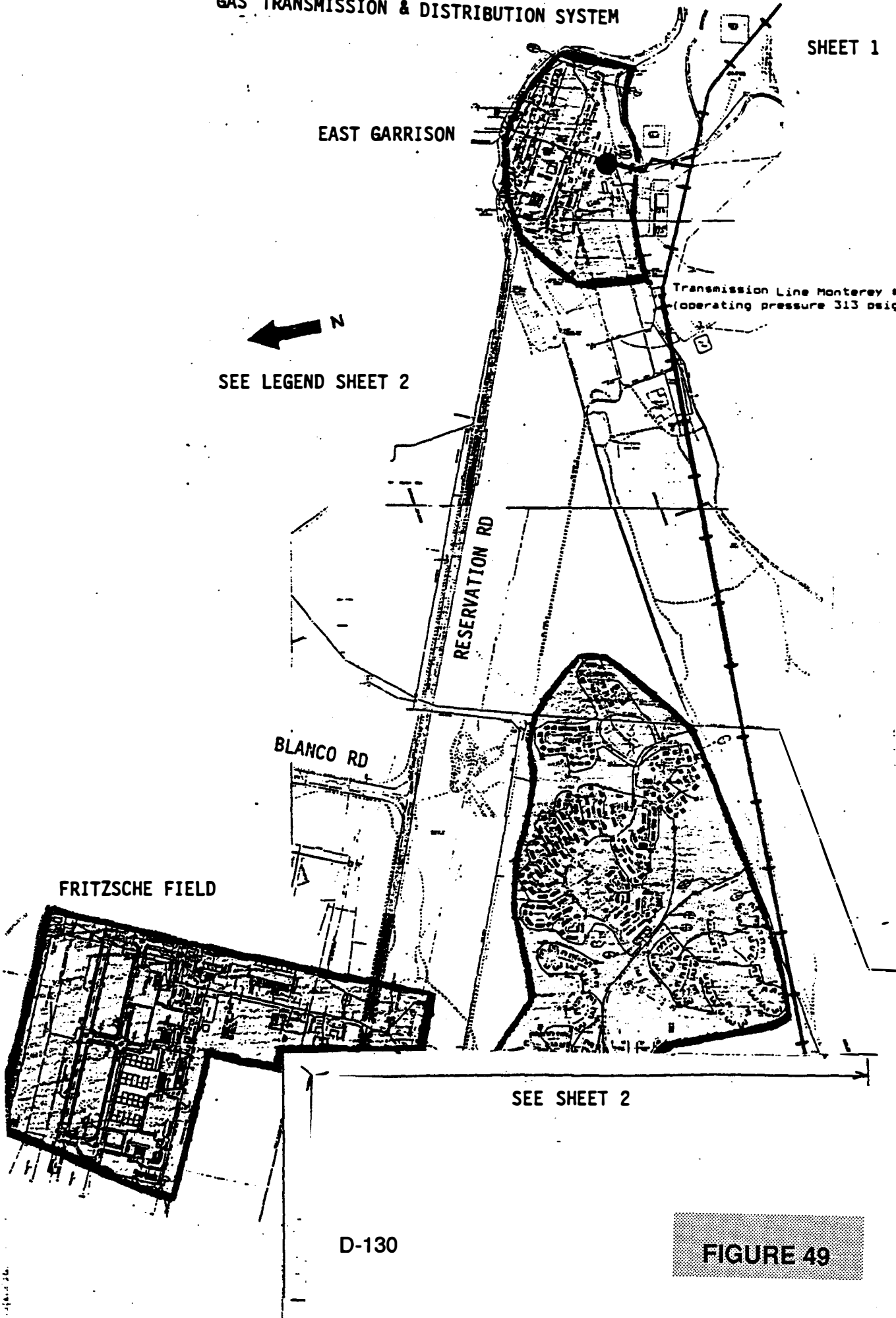
BLANCO RD

FRITZSCHE FIELD

SEE SHEET 2

D-130

FIGURE 49



GAS TRANSMISSION & DISTRIBUTION SYSTEM

SHEET 1

EAST GARRISON

Transmission Line Monterey #2
(operating pressure 313 psig)

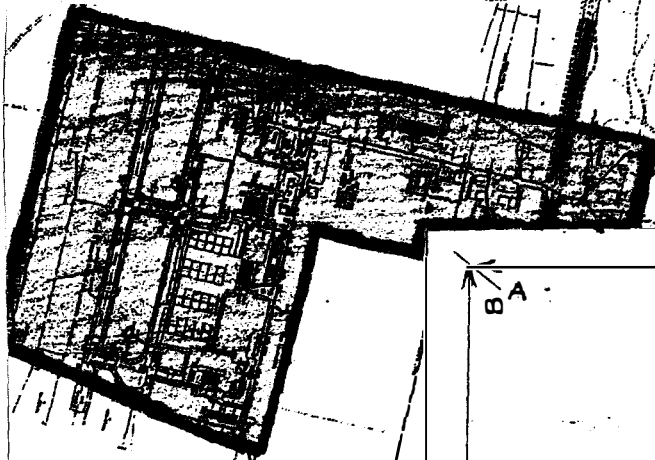


SEE LEGEND SHEET 2

RESERVATION RD

BLANCO RD

FRITZSCHE FIELD



SEE SHEET 2

B A

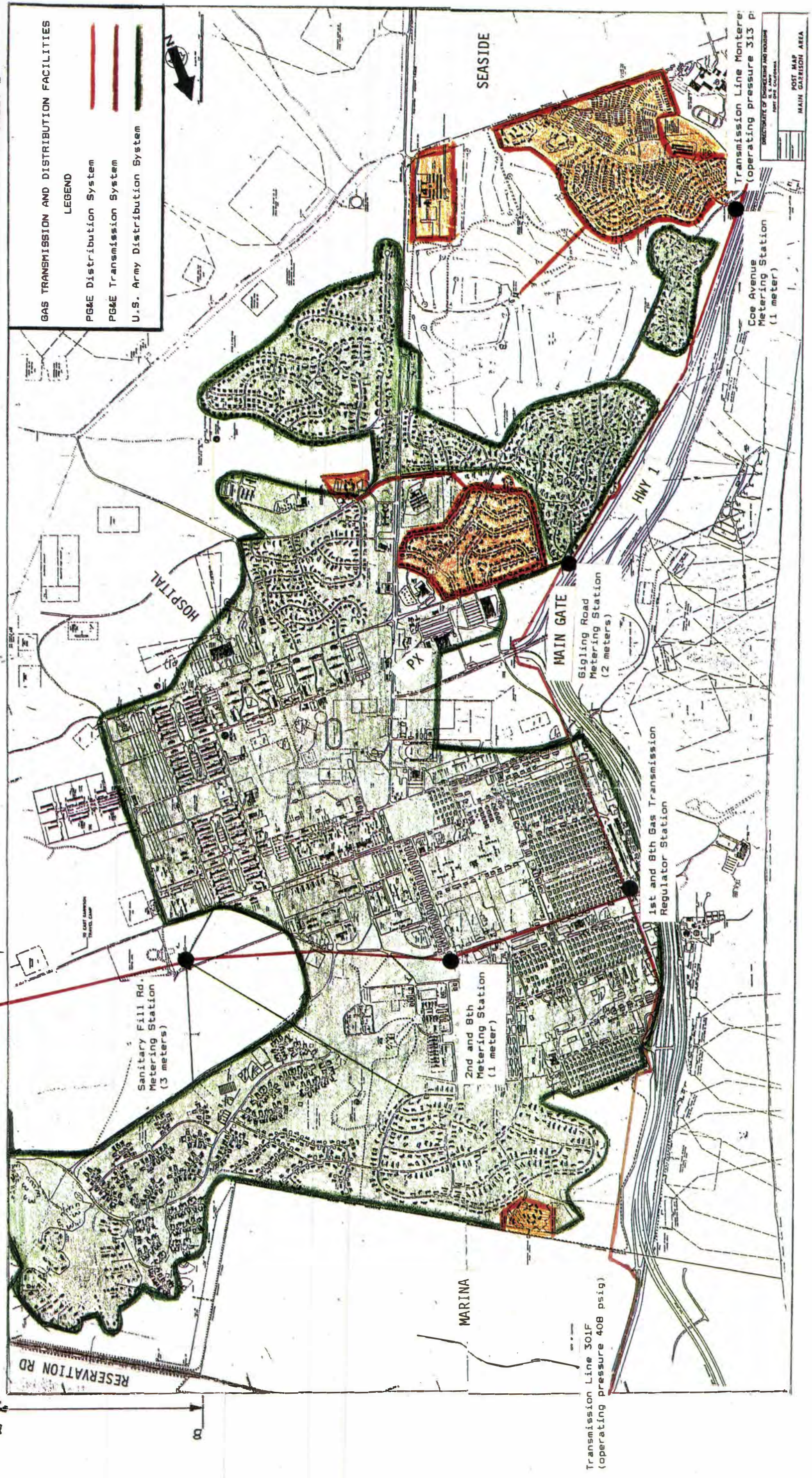
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GAS TRANSMISSION & DISTRIBUTION SYSTEM

SHEET 2

Transmission Line Monterey #2
(operating pressure 313 psig)

SEE SHEET 1



GAS TRANSMISSION AND DISTRIBUTION FACILITIES

LEGEND

- PG&E Distribution System
- PG&E Transmission System
- U.S. Army Distribution System

POST MAP AREA
MAIN GATE-SEASIDE AREA

DIRECTORATE OF ENGINEERING AND HOUSING
POST 204 ENGINEERS

Transmission Line 301F
(operating pressure 408 psig)

1st and 8th Gas Transmission
Regulator Station

Gigling Road
Metering Station
(2 meters)

Sanitary Fill Rd.
Metering Station
(3 meters)

Coe Avenue
Metering Station
(1 meter)

Transmission Line Monterey
(operating pressure 313 psig)

The most recently constructed housing, e.g. Schoonover Park, are designed for individual meter installations.

ISSUES AFFECTING FUTURE USES

The following is a list of issues which are more specifically addressed under recommendations later in this text.

- ~ Difficulty to serve individual metering
- ~ Separation of existing service systems
- ~ Cost to serve individual metering
- ~ Easement rights
- ~ Facility corridors across open lands
- ~ State and federal requirements governing utilities
- ~ Franchise fees
- ~ Support capability
- ~ Potential future engineering studies

RECOMMENDATIONS

1. Easement rights will need to be considered for facilities outside federally retained properties.
2. Existing facility corridor serving the greater Ft. Ord, Monterey Bay area crosses open land. Future land use must consider relocation potential.
3. State and federal regulations, rules and tariffs as applied to gas utility facility design and operation including associated costs must be considered.
4. Utility franchise fees on non-federally retained lands should be considered.
5. The capability of the existing gas system to support future uses will depend on the specific use decided.
6. Future metering sites will require individual site investigation to determine requirements.
7. The U.S. Army should consider continuance of metering and facility arrangements in the Bayview, North Bayview and Thorson Village housing areas.
8. Consider tying all systems within the enclave to be retained to assure service continuity.
9. Consider tying systems together outside the enclave to be retained in order to assure service continuity.
10. Consider an engineering study to determine the best alternatives to serve gas needs outside federally

retained lands.

11. Record of buried utilities should be made available to (USA) underground service alert.

SUMMARY

1. The Pacific Gas and Electric Company presently serves facilities on Ft. Ord with two different arrangements. They are: master metering and individual metering.
2. Distribution facilities consist of U.S. Army owned and operated plant and PG&E owned and operated plant. The major portion of which is U.S. Army owned and operated.
3. Gas transmission systems traverse Ft. Ord Serving the U.S. Army and the greater Monterey Bay area.
4. Consideration for service continuity upon decided (or not) separation of gas distribution systems should be a focal point.
5. Individual metering site requirements, system condition, operability and costs to meet current state and federally mandated requirements requires further analysis.
6. Capability to serve existing loads is not a problem. Future capacity requirements are dependent upon development.

Report to The Fort Ord Task Force
on the
Fort Ord Transportation System

Transportation Committee
Utilities/Infrastructure Advisory Group

TRANSPORTATION COMMITTEE

Fort Ord Transportation System

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FORT ORD TRANSPORTATION SYSTEM

EXECUTIVE SUMMARY

This report is in three sections: Surface network, transit and air. Strategy for future rail reuse and development are included in the discussion of surface roadway "Multimodal Network". Preceding the basic report is a description of the purpose of the report and a listing of overall policy objectives followed during its development. Following each section is a collection of maps and tables which further amplify the narrative presented. The section on multimodal network is so lengthy that it has its own summary preceding it.

The committee concludes that a number of transportation network facilities improvements must be made near term (prior to 1997) to fully integrate the Ft. Ord network into adjacent communities and unincorporated cities, such as improving to the Ft. Ord streets and intersections, constructing connections between Ft. Ord arterials, filling in sections of Ft. Ord's North-South/4th Avenue, considering plans to fully develop a Marina/Del Rey Oaks arterial, and opening connections from Ft. Ord to Marina and Seaside.

At a minimum, all existing transportation facilities, including facilities west of State Route 1, must be retained for use in the future transportation network. Transportation infrastructure should be expanded using a "building blocks" approach, with key elements completed prior to major reuse of new development coming online.

The Committee also concludes that, over a long term, opportunities exist to develop a multimodal corridor from Salinas through Marina/Ft. Ord/Seaside to Monterey which would serve any potential future land uses and reduce congestion on existing roadways. This corridor generally follows the existing alignment of Davis Road to Ft. Ord beside Merrill Ranch to Eucalyptus Road to Parker Flats to Ft. Ord's main entrance to a new multimodal transit center at Highway 1, thence on to Monterey. The multimodal transit center is envisioned as a hub to integrate rail (heavy or commuter light rail systems), other surface transit, visitor shuttles, and the highway network.

A critical consideration for a successful strategy for reuse and development is the requirement for reserving or setting aside rights of way and easements needed for major and minor arterials/corridors. This requirement is mandatory for eventual completion of a Multimodal Surface Transportation Network that: (1) provides impetus for economic development, and (2) meets environmental standards, as well as legal and fiscal guidelines.

STATEMENT OF PURPOSE

This report was developed to provide information to the Ft. Ord Task Force for their use in making decisions regarding integration of the Ft. Ord transportation system into the existing system supporting surrounding communities and, secondly, to make recommendations concerning required network requirements both near- and far-term.

POLICY OBJECTIVES

This report was developed to be in conformance with the following policy objectives:

1. Conform to the Congestion Management Plan as developed by the Transportation Agency for Monterey County.
2. Conform to the Air Quality Management Plan as developed by the Monterey Bay Unified Air Pollution Control District.
3. Integrate existing transportation agencies at Ft. Ord into adjacent communities and unincorporated areas.
4. Develop a multimodal transportation corridor between Salinas and Monterey through Ft. Ord.
5. Develop a multimodal transit center serving the Monterey Peninsula area.
6. Provide for rapid transfer of public rights-of-way to appropriate jurisdictions immediately upon downsizing of Ft. Ord.

SURFACE NETWORK

EXISTING ROADWAY NETWORK

A map providing existing arterials is enclosed (Figure 50), with a separate listing at each roadway segment with widths, conditions (Appendix D-1). Overall, this network serves existing uses, but will require upgrading to bring it up to current design standards.

Level of service is of concern. Existing PM peak volumes are shown at Figure 51. Volumes indicate that levels of service on critical segments are, at this time, running at an acceptable level of service (LOS D or better)*. Therefore, assuming reuse does not intensify volumes significantly, the

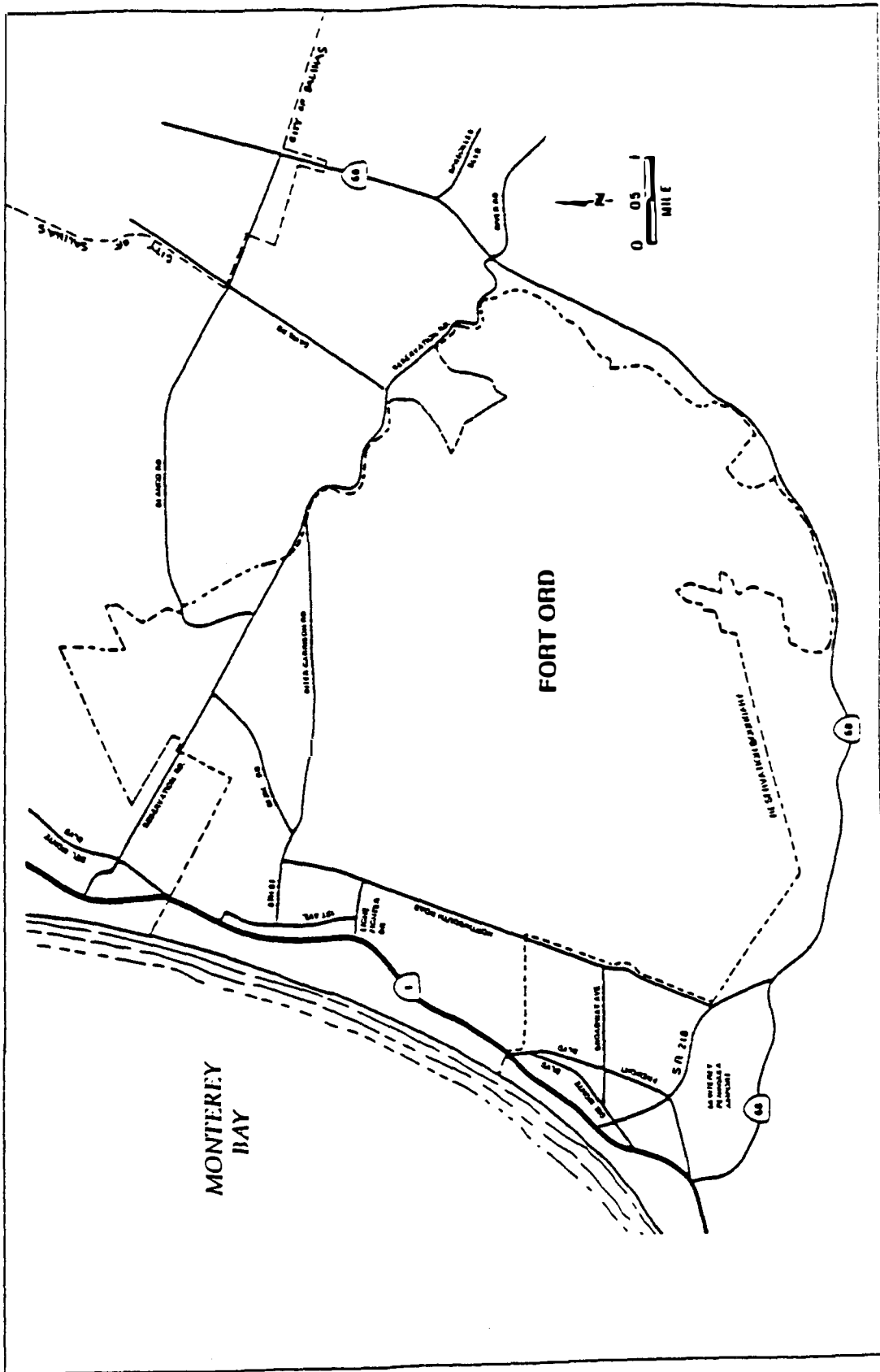
existing network serving existing adjacent properties will generally suffice, with certain modifications as recommended by MTMC in their 1986 study:

- ~ Extend Light Fighter Drive east to C Street and signalize 6th Street/Light Fighter Drive intersection;
- ~ Extend North-South Road north to 12th Street and widen to four lanes;
- ~ Realign Imjin Road and widen to four lanes and signalize the new intersection of Imjin Road and North-South Road;
- ~ Extend 12th Street south to 7th Avenue and signalize the new intersection of 12th Street and Imjin Road;
- ~ Construct a continuous left turn lane on 1st Avenue from 8th Street to 1st Street and on Gigling Road from 1st Avenue to 6th Avenue.
- ~ Construct a grade-separated interchange at Imjin Road and Reservation Road.
- ~ Install traffic signals at the intersections of 1st Avenue and 8th Street, 1st Avenue and 1st Street, 6th Avenue and Gigling Road, and 6th Avenue and Parker Flats Road; and
- ~ Realign offset intersections at 3rd Street and 3rd Avenue, and 5th Street and 2nd Avenue.

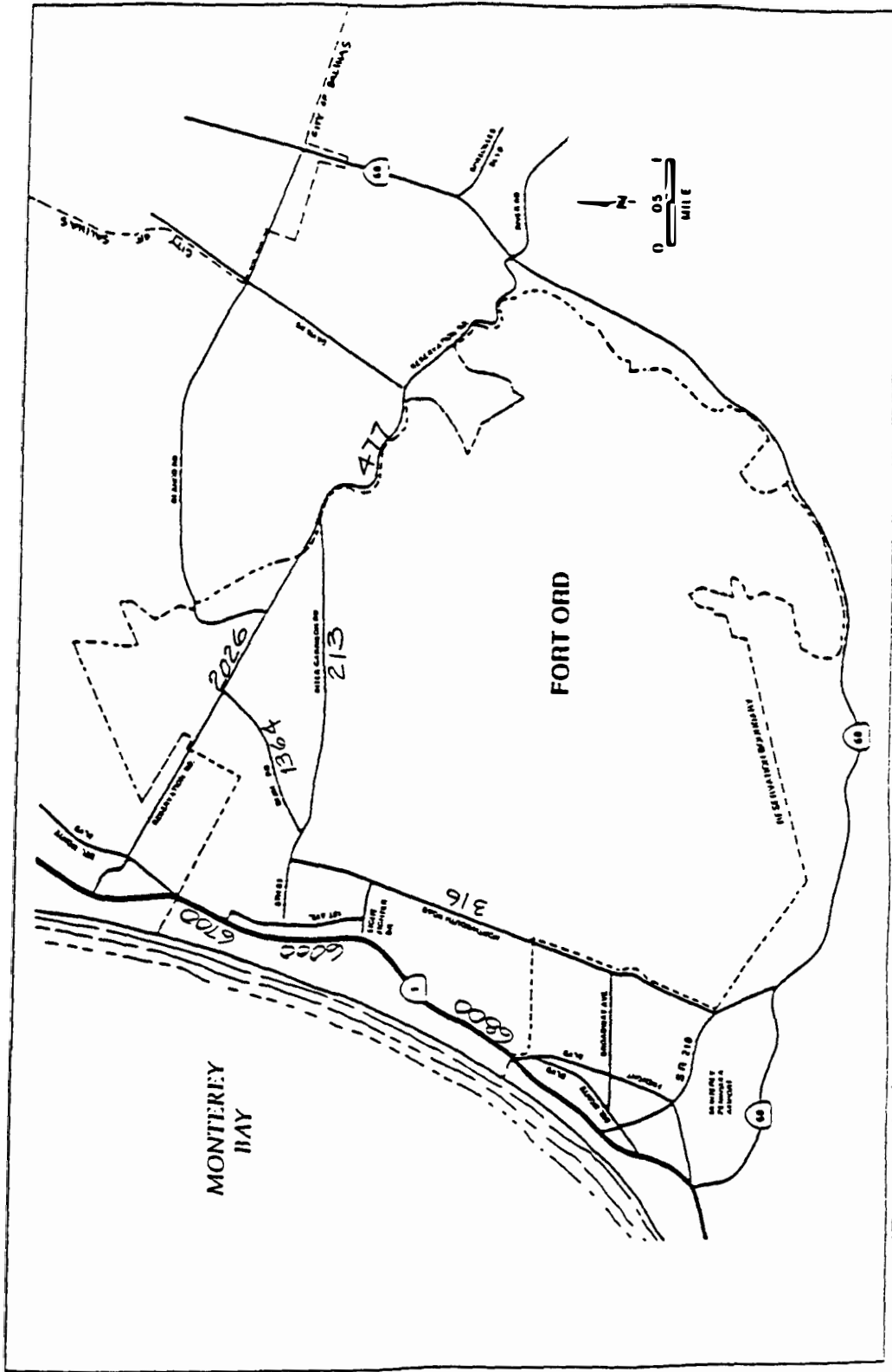
EXISTING RAIL SERVICE

Existing rail service is shown at Figure 52. To retain the industrial use capabilities of existing facilities served by spurs, these should remain.

- * It is noted that Imjin Road operates at Level of Service (LOS) E increasingly frequently.



EXISTING ARTERIAL NETWORK
MAP



EXISTING P.M. PEAK-HOUR VOLUMES ON CRITICAL ROADWAYS
MAP

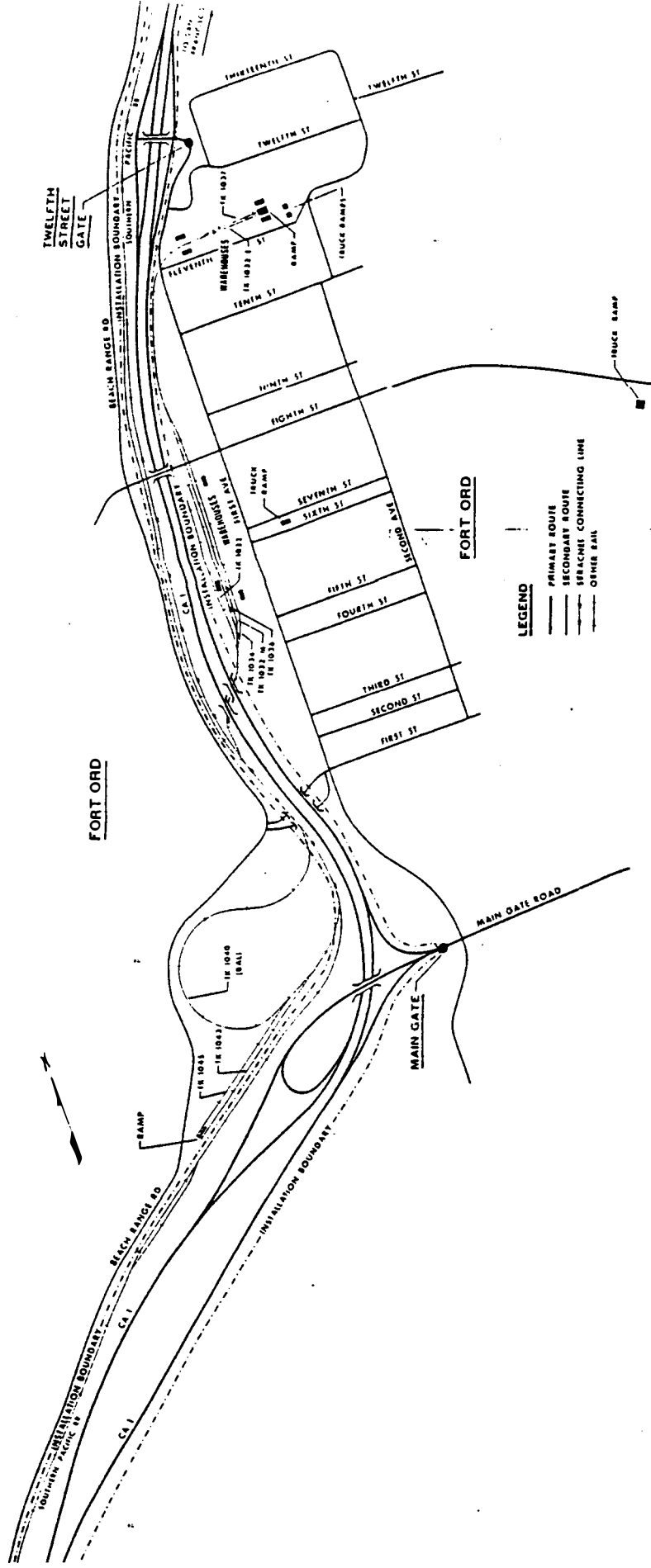


Figure 3 Site map

EXISTING RAIL SERVICE MAP

FOR OFFICIAL USE ONLY

MULTIMODAL NETWORK/FUTURE REQUIREMENTS

SUMMARY

It is the consensus of the Transportation Committee that when the post is opened to the public, it will be necessary to provide several points of connection to Ft. Ord and between the cities of Marina, Salinas, and Seaside. These proposed points of connection should be reviewed and analyzed for their relative traffic circulation benefit and their impact on local neighborhoods as well as on the regional transportation network.

Possible points of local connection from Seaside Del Rey Oaks and Marina to Ft. Ord area:

Seaside

- ~ Coe Avenue
- ~ Noche Buena Street (at Seaside High School)
- ~ Paralta Avenue at Military Avenue
- ~ San Pablo gate
- ~ La Salle Avenue
- ~ Broadway gate
- ~ Hilby gate
- ~ Kimball Avenue

Del Rey Oaks

- ~ North South Road at Highway 218

Marina

- ~ Carmel Avenue
- ~ Salinas Avenue
- ~ California Avenue
- ~ Bayer Avenue
- ~ Crescent Avenue

Arterial streets connecting Seaside and Marina:

- ~ North South Road extension and connection to California Avenue in Marina
- ~ Blanco Road extension southerly from Reservation Road intersection to Inter-Garrison Road and Gigling Road and continuing southerly to York Road.
- ~ Imjin Road extension to North South Road.

Far-term multimodal connections between Salinas and Peninsula using Ft. Ord: (Alignment concepts are shown on Figure 53.)

- ~ Davis Road at Reservation Road
- ~ Main Gate at Route 1

- Blanco Road at Reservation Road
- Ord Avenue at Route 1

FORT ORD CORRIDOR STRATEGY

A detailed study should be undertaken by the **Transportation Agency for Monterey County (TAMC)** of the potential multimodal transportation corridor through Ft. Ord. The study should be coordinated with the Cities of Seaside, Monterey, Del Rey Oaks, and Marina, the County of Monterey, Monterey-Salinas Transit, Caltrans, and the MBUAPCD. In addition, there should be early citizen participation and information via frequent press releases and press conferences. There should be early efforts to build support for this concept from environmental groups, business, and labor.

The following near- and far-term concepts for through east and west (Salinas to Monterey) and north and south routes should be studied:

Near Term (1997)

1. North-South Road connection between Canyon Del Rey (Rte 218) and Reservation Road at Imjin Road.
2. Inter-Garrison Road connection between North-South Road and Reservation Road at East Garrison Gate.
3. Inter-Garrison connection to Route 1 at Main Gate.
4. Local connections to Marina and Seaside.
5. Transit center located at motor pool.
6. Intersection improvements and signalization.
7. Connection from Laguna Seca to Reservation Road.
8. Improve 12th Street interchange on Hwy 1 and its connection to Main Garrison.

Far Term

1. Multimodal freeway between Main Gate at Route 1 and Davis Road at Reservation Road to Westside Bypass.
2. Arterial between Main Gate at Route 1 and Blanco Road at Reservation Road.
3. Arterial between the vicinity of Ord and Coe Avenues at Route 1 and Davis Road at Reservation Road.
4. Set aside right of way for new north-south route east of existing North-South Road. This would connect

Route 68 and Blanco Road via York. Existing North-South Road would become a collector street.

5. A new north-south route between Route 68 at Laureles Grade and the proposed Ord Avenue to Davis Road multimodal connection. This route would utilize the approximate Barloy Canyon alignment.
6. A new east-west route along the existing approximate south boundary road alignment, with outlet to Route 68 at York Road.
7. A transit center near the Main Gate.

All multimodal routes are to be truck accessible.

A minimum 500 foot right-of-way should be dedicated and reserved for multimodal facilities which would be constructed to freeway standards. Preliminary alignment concepts are shown on Figure 53.

A minimum 250 foot right-of-way should be dedicated and reserved for arterials.

Separated pedestrian overcrossings should be provided over arterials.

High Occupancy Vehicle (HOV) lane usage could eventually be replaced with light or commuter rail.

DISCUSSION

Ft. Ord has always been an "obstacle" to direct access between Salinas and the Peninsula. Because of Ft. Ord's closed base status and its location directly between the two areas, traffic has always been routed around the post via Highway 68 on the south side and Highways 1/Del Monte/Reservation/Blanco on the north side of the post. Both of these routes are operating at capacity on some segments and are congested during commute and recreational peaks (e.g. on a daily basis). In addition, both the existing transportation corridors are at capacity and will require multimillion dollar improvements unless traffic can be diverted to these new corridors. Route 68 between Toro Park and Monterey will require major improvements regardless of alternatives chosen for Ft. Ord.

Transportation studies have always assumed that the Ft. Ord "obstacle" would remain and has never considered direct routes through the post. The closure of Ft. Ord and its reuse offers an opportunity to construct a multimodal transportation

corridor offering the advantages shown below.

Advantages of a New Multimodal Corridor

1. Direct access between Salinas and the Peninsula. Direct access to the Peninsula for external traffic via Salinas. This will relieve traffic on Highways 1, 156, and 68 as well as downtown Salinas (John and Main Streets, existing Highway 68) and Blanco, Davis, Reservation, Del Monte).
2. A time advantage for public transit over existing corridors speeds which will save transit operating dollars due to faster schedule speeds via the direct route thereby making local funds available for other transit uses. HOV lanes should be considered as part of any transportation concept and right-of-way used for HOV with the option for eventual rail service.
3. Air Quality benefits. In order to be federally funded or for environmental documents to be deemed acceptable (regardless of funding source), projects must result in no net increase in Daily Vehicle Miles of Travel over future forecasts. TAMC staff believe that the current forecast of Daily Vehicle Miles of Travel (DVMT) is underestimated in future years. If these suspicions are verified by the MCTAM model, virtually no capacity increasing project could be constructed in the future, unless it can be shown to decrease or check Daily Vehicle Miles of Travel.

A direct route through Ft. Ord will assist in this situation because it will:

- a) **Provide** for a decrease in DVMT even assuming no mode shift to transit due to HOV lanes. This is because trip length would be decreased due to the direct nature of the journey on the new facility.
 - b) **Provide a mode shift to transit via HOV lanes** resulting in a further reduction in DVMT.
 - c) **Relieve congestion** on Highways 1, 68, and—to some minimal extent—156, and Blanco/Reservation/Del Monte perhaps to the extent that major improvements will not be needed in the next 20 years.
4. **Provide a greater chance of success for reuse and economic redevelopment of the post** by providing fast access between major origins and destinations on the post and off the post; expand the market areas serviced by potential new reuse projects, and increase the attractiveness of the post to potential developers.
 5. **Alleviate existing congestion** thereby forestalling major

improvements to current routes and the need for deficiency plans required under the Congestion Management Program.

6. **Allow for further development and expanded special events at Laguna Seca Raceway** by increasing access.
7. **Tie in with the West Side ByPass concept** supported by the City of Salinas which in turn **redirects recreational traffic off of Highways 156 and 1** both of which are at capacity. This could also potentially redirect a portion of traffic away from existing Highways 101/156 when the Prunedale Bypass is constructed thereby eliminating major through traffic from that future local segment.
8. **Provide a potential transportation revenue source** for meeting other transportation corridor needs in Monterey County and its cities. (See Financing Analysis.)

CORRIDOR PLANNING STRATEGY

The strategy for developing the new transportation corridor must be one of early consultation and cooperation among these agencies and organizations:

- ~ Ft. Ord Task Force
- ~ Caltrans
- ~ Transportation Agency of Monterey County
- ~ City of Seaside
- ~ City of Marina
- ~ City of Salinas
- ~ City of Monterey
- ~ County of Monterey
- ~ Monterey-Salinas Transit
- ~ Southern Pacific
- ~ Ft. Ord (Department of Defense)
- ~ Congressman Panetta
- ~ MBUAPCD
- ~ Environmental, business, taxpayer, and labor groups,
- ~ The Press
- ~ Laguna Seca
- ~ Monterey Peninsula Airport District
- ~ Del Rey Oaks
- ~ Army on behalf of enclave

A Steering Committee should be formed as soon as possible.

It is recommended that the Transportation Agency for Monterey County take the lead and that this corridor be a major focus of the Regional Transportation Plan (RTP) Update. Work on the RTP is now beginning. The MCTAM Model and the Westside Bypass Study should be incorporated into this process.

Data Needed:

- ~ County Health Department information regarding existing locations and severity of Hazardous Materials and the cleanup staging and responsibilities
- ~ Findings by the EPA and the FHWA regarding transportation corridor construction over hazardous materials
- ~ Information regarding potential revenue sources for a new transportation corridor
- ~ MCTAM model inputs on existing Ft. Ord Corridors so they can be entered into the model and calibrated to current conditions (also, those corridors connecting with Ft. Ord Corridors should have detailed data entered into the model database. Examples: Broadway Avenue in Seaside, Highway 68)
- ~ The range of alternative land use/reuse plans for Marina, Seaside, Monterey, Del Rey Oaks and the County for use in forecasting future corridor needs
- ~ Status of ownership and operations of existing rail lines within and connecting to Ft. Ord
- ~ Aerial photographs (Seaside indicates that they have new aerials)
- ~ Roadway Geometric
- ~ Location of Paved and Unpaved Roads that now exist on the post
- ~ Topographical data
- ~ Maps showing earthquake faults, flood plains, archaeological resources, existing roads, and existing land uses.
- ~ Proposed alignments for transportation corridor(s).

Financing

Salinas to Monterey Transportation Corridor Via Fort Ord Possible Funding Sources

1. Proposition 111 & Federal Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991

Major programs falling under Proposition 111 and ISTEA are administered through the California Transportation Commission (CTC). These funds are subject to "County Minimum" allocations which ensure that a certain amount of state and federal transportation funds are expended for state highway projects in each county.

The CTC is not likely to fund projects in counties which have funded projects in excess of their County Minimum unless it is a very high priority project funded with discretionary funds.

In Monterey County, the Transportation Agency for Monterey County (TAMC) is responsible for setting priorities for state transportation projects falling under the Flexible Congestion Relief (FCR) category. These projects count against County Minimums. Caltrans is responsible for setting

priorities for the Interregional Road (IRS) program and the Highway Systems Operation and Protection Plan (HSOPP) which both count against County Minimums. Projects using federal funds must be contained in the Federal Transportation Improvement Program (FTIP) which is adopted by the Association of Monterey Bay Area Governments.

FCR projects must be contained in both the Regional Transportation Improvement Program (RTIP), adopted by TAMC, and the State Transportation Improvement Program (STIP), adopted by the CTC.

IRS projects are placed in the STIP after consultation with TAMC.

The current (STIP), (RTIP) and other programs utilize all of the statutorily available FCR and IRS funds assigned to Monterey County for the next seven years.

If the Highway 1 Hatton Canyon project and the Highway 101 Prunedale Bypass are both funded, all of the County Minimums will be exhausted through the year 2003. In addition, there are programs that count toward the County Minimums over which TAMC has no control and are strictly at the discretion of CALTRANS.

Over the last several years it has been TAMC's policy that the Prunedale Bypass is the number one unfunded transportation priority in Monterey County.

For the above reasons, unless there is a major policy change by TAMC and Caltrans, there will be no STIP or RTIP funds available from proposition 111 which can be used for a Ft. Ord Transportation Corridor.

2. ISTEA Toll Facilities Program

There are many issues to be resolved regarding the complete implementation of the 1991 ISTEA and it may be some time before these are settled and there is state legislation, policies and guidelines to finalize the process. However, it is known that ISTEA contains a Toll Facilities program that can provide up to 35 percent of the cost of building new public toll facilities. The program would pay 80 percent of the cost of converting existing roads to toll facilities.

3. Bridge Replacement Program

If a decision is made to extend Davis Road into Ft. Ord, as part of a Salinas Westside Bypass to the Monterey Peninsula, a new high level Davis Road Bridge over the Salinas River would be needed. The existing structure is closed an average of 17 percent of the year due to flooding.

This ISTEA program provides funds to rebuild and replace obsolete and deficient bridges. These funds can be used on both state highways and city and county roads.

4. Dedicated Sales Tax

Measure B was passed by Monterey County voters on November 7, 1989. This measure increased the sales tax by half a cent for a public repair and improvement program. Any revenues received were to be dedicated to projects contained in the Measure. No revenues in the measure are identified which can be used for a Ft. Ord transportation facility. The Measure, however, contains \$33.5 million for Highway 68 improvements between San Benancio Canyon and Corral De Tierra. It also contains \$12.5 million for a Salinas Westside Bypass to the Monterey Peninsula. Measure B is currently under litigation and the possibility exists that it may be rejected by the state court. If this occurs TAMC should study the possibility of enacting another measure which could stand up in court and contain funding for the Salinas to Monterey corridor via Ft. Ord facility as well for Route 68 and Westside Bypass projects contained in Measure B.

5. Development Fees and Concessions

A key to this concept would be to reserve right-of-way along the alignment adopted for the new transportation facilities. Fees could later be charged to development to offset or cover costs of upgrading or constructing facilities sufficient to meet the various transportation needs of new development.

In residential development, fees can be collected to offset or pay for streets and state highways. In commercial areas fees have been used for both physical improvements and aid to transit. The amount of fee can vary according to the size of the development.

A similar mechanism is where developers make concessions. A developer can build the sewer lines, roads, or whatever is needed in lieu of paying development fees. These concessions are generally negotiable because some concessions such as bus bays and shelters are less costly than building major facilities.

6. ISTEA Surface Transportation Program (STP)

The federal ISTEA contains the STP program which replaced the former Federal Aid Secondary and Federal Aid Urban Programs. The STP is a more flexible program and should contain about twice the old allocation. However, with local agencies being hard pressed for dollars to maintain their street and road infrastructure it is unlikely that additional funds would be diverted to Ft. Ord by the STP Committee

responsible for allocating these funds.

7. Proposition 116 Rail Funds

Proposition 116, passed by the voters in 1990 allocates \$17 million to TAMC for capital improvements to extend commuter rail service into Monterey County. This is discussed further under Marina-Ft. Ord-Seaside Corridor.

Transportation Corridors

It was the consensus of the committee that a major east west transportation corridor be constructed through Ft. Ord to provide a more efficient, safer, and convenient method of moving between the Monterey Peninsula and Salinas. This transportation corridor would consist of a very wide, heavily landscaped, tree-lined freeway connecting from Davis Road at Reservation Road of the Salinas Westside Bypass alignment through Ft. Ord to the freeway interchange at the main gate of Ft. Ord. Other possible connections are via Blanco Road and the vicinity of Coe Avenue.

This parkway would be built to freeway standards, similar to the San Thomas Expressway and the Lawrence Expressway in Santa Clara County. It would incorporate right-of-way for a bike path, pedestrian walkways, High Occupancy Vehicle lanes in each direction, and a future light or commuter rail system. Access rights would be controlled along the freeway so that direct access is limited only to interchanges at major street intersections. Pedestrian access across the parkway would be provided by pedestrian and bikeway bridges to connect local neighborhoods. This freeway would connect to the Westside Bypass proposed for the Salinas area.

An additional and important link to this transportation corridor would include the construction of a new northbound off ramp on Highway 1 just north of the Fremont/Coe interchange. This off ramp would extend easterly behind Seaside High School and then parallel the southern boundary of Ft. Ord intersecting North South Road and then continuing along the Eucalyptus Road alignment until it intersects with the east corridor described above. This line may need to be one way eastbound, but it would provide an efficient eastbound route from the Monterey Peninsula to Salinas.

Marina-Fort Ord-Seaside Corridor

The public would benefit from the development of north-south transportation corridor(s). Some of the traffic and congestion on Highway 1 in the Ft. Ord area and Highway 68 would be reduced allowing the region to forestall major improvements and redirect improvement dollars elsewhere. Three north-south transportation corridor possibilities are

identified below:

- ~ **North South Road** - could be extended and connected to California Avenue in Marina. California Avenue is planned to external northerly into the Armstrong Ranch area of Marina. [Imjin Road could also be extended to intersect this North South extension.]
- ~ **Blanco Road** - could be extended southerly from Reservation Road past Inter-Garrison Road and continue southerly to the York Road intersection at Highway 68.
- ~ **Barloy Canyon Road** - could be upgraded and extended to provide a north south connection running from the East Garrison area southerly to Laguna Seca Race Track and continuing on to intersect with Highway 68 at Los Laureles Grade Road.

In conclusion, the development of these new transportation corridors will relieve traffic congestion on Highway 1 and Highway 68. In the case of Highway 68, development of an alternate Salinas to Peninsula connection could reduce major roadway construction on Highway 68, preserve Highway 68 as a scenic roadway, and save tens of millions in transportation improvement dollars. These saved funds could be reallocated to other areas where the opportunity for a major new corridor does not exist.

It is recommended that specific corridor studies be conducted by TAMC to evaluate the advisability and feasibility of developing these proposed new transportation corridors. The corridor studies should specifically assess the desirability of having the new roads be toll facilities for reasons previously discussed.

All facilities, such as roads, traffic signals, and other traffic control devices conveyed to public agencies should meet current applicable codes or standards for design. Funding sources should be investigated for the upgrading of substandard facilities.

It is suggested that the Army and the Department of Defense be required to convey and dedicate to the respective public agencies [Seaside, Marina, and Monterey County] sufficient right-of-way to include not only the existing roadways typical sections but also sufficient right-of-way for the additional widening that is needed for additional lanes, medians, HOV/rail right-of-way, bikeways, double left turn pockets, etc.

Highway 1 access to Ft. Ord can be upgraded with the addition of the previously described northbound off ramp at the Fremont/Coe interchange. It may also be feasible to provide additional off ramps midway between the Fremont

interchange and the main gate. These additional off ramps will reduce the amount of traffic concentrated through the main gate area and thereby reduce congestion. The existing on and off ramps at the main gate appear to be adequate at this time; however, the capacity of this interchange should be evaluated in the future if additional off ramps are not provided midway between the main gate interchange and the Fremont/Coe interchange. The Department of Defense and the Army should convey the necessary right-of-way to Caltrans for this interchange. Current access to the Twelfth Street interchange from Ft. Ord is awkward and should be modified to facilitate traffic movements.

The development of new transportation corridors, previously described, should also provide alternate access to the Laguna Seca area; which should reduce the peak traffic congestion associated with special events such as races, and provide new access points to the Ryan Ranch and Laguna Seca Industrial areas, and the Monterey Peninsula Airport area.

Right-of-way should be preserved now for the establishment of a light or commuter rail system connecting Salinas with the Monterey Peninsula and the Monterey Peninsula Airport. This can be done by incorporating sufficient right-of-way within the transportation corridors previously described to accommodate the light or commuter rail system. In the interim, this right-of-way could be used for High Occupancy Vehicle lanes. It may also be necessary to utilize the existing Southern Pacific railroad right-of-way to incorporate the light rail system tracks paralleling the existing railroad tracks which are proposed to be used by the future establishment of the Del Monte Express. Future financing considerations can greatly affect what might actually happen. However, setting aside the right-of-way should happen at this time.

The TAMC, under Proposition 116 has been granted \$17 million for capital improvement to extend commuter rail service into Monterey County. Caltrans will complete a rail study this calendar year to determine the feasibility of extending rail service from Gilroy to Monterey. In addition, Senator Henry Mello is sponsoring legislation which will enable TAMC to negotiate for the acquisition of railroad right of way, and operation of the system. Any transportation system selected for Ft. Ord should consider the Caltrans rail feasibility report results and coordination with this proposed rail extension.

General Reuse Concepts Related to Transportation

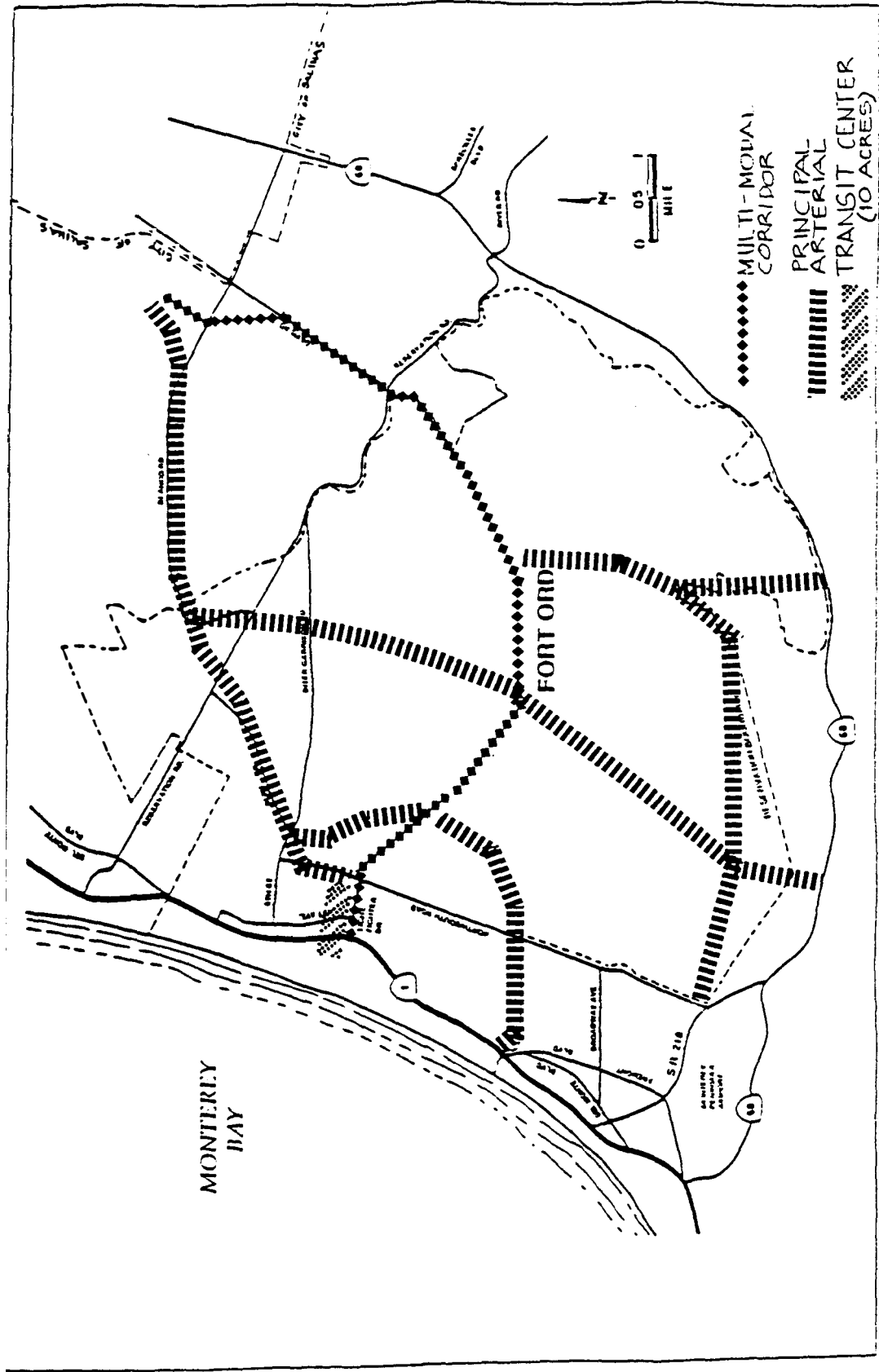
The reuse and development of the Ft. Ord area should encourage the use of alternative transportation modes, the use of mass transit, and wherever possible, reduce the number of vehicle trips generated by encouraging "telecommuting" and the

construction of "smart development".

An extensive system of bikeways, pedestrian paths and transit access points should be incorporated into the reuse and development of the Ft. Ord area.

Residential areas should be developed with "smart housing" incorporating office space where feasible and rewiring houses to encourage residents to telecommunicate with their offices or places of work. This will encourage people to work at home and prevent them from the necessity of becoming part of the rush hour commute and congestion. This will also reduce total miles traveled and the associated air pollution.

Development should be "transit friendly" and comply with the MST "Development Review Guidebook" guidelines. Several Park-and-Ride facilities should be provided for 20 to 100 spaces each, including locations near the main gate areas. Bike racks and storage facilities should be incorporated into the Park-and-Ride facility and into offices and other work areas. A multimodal transfer station can be incorporated into the Ft. Ord area to provide convenient transition from the Del Monte Express rail service to other modes of transportation. A bus transfer station comparable to the Salinas Transit Center should also be incorporated into the reuse plan. A site approximately twice as big as the existing MST administration and maintenance facility should be provided to allow MST to move to new headquarters since they are outgrowing their current site. Rights-of-way along major transportation corridors should include High Occupancy Vehicle (bus) lanes.



ARTERIALS
MAP

POTENTIAL FORT ORD TRANSIT CENTERS (MULTIMODAL CORRIDOR, PASSENGER TERMINAL, TRANSIT CENTER)

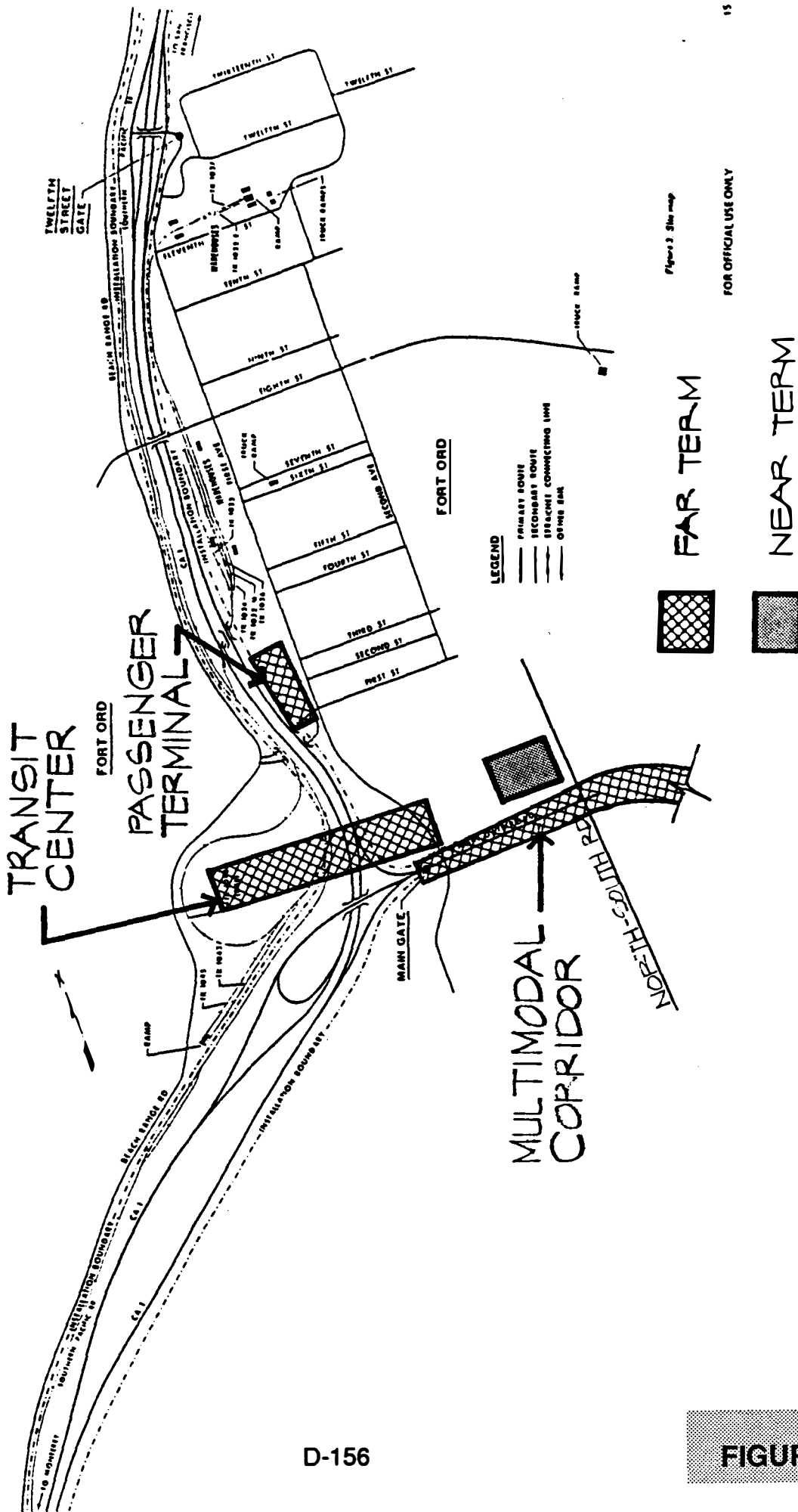


Figure 2 Site map

FOR OFFICIAL USE ONLY

FIGURE 54

TRANSIT & ALTERNATIVE MODES

The reuse of Ft. Ord after relocation of the 7th Infantry Division provides an excellent opportunity for improving the transportation network serving Marina, Seaside and Salinas in the vicinity of the base. This report addresses impacts that reuse may have on the alternative transportation network used by public transit, pedestrians and bicyclists and identifies opportunities for rationalizing a network presently obstructed by access restrictions on the base.

The discussion of opportunities for improving alternative transportation considers two time frames: 1) the next five years (1992-1997) during which time gates may be opened and fences removed to provide greater access to the base; and 2) long-term plans beyond 1997 during which time anticipated reuses may create travel demand unsatisfied by the existing network. In addition to these two periods of time, the "2001 Scenario" considers meeting the demand for alternative transportation which might be generated by the development of a four-year university on the base property. Sections on public transit, pedestrian access, and bicycle paths consider opportunities during each of the planning periods.

Public Transit

1992-1997. Providing public transit service to Ft. Ord in the near term is governed by two considerations: the need to provide more direct routing to activity generators; and the need to reduce service to match reduced transit demand which may occur before substantial reuse of base facilities. Assuming that current levels of service can be maintained, improving public transit service efficiency guides the following recommendations.

An overall circuitous and indirect street pattern within the main garrison contributes to delay and inefficient transit service. Correcting the alignment at several intersections and extending two-lane arterials to complete linkages beyond the perimeter fences will improve public transit service as well as overall vehicular access. Aligning the four-way intersection at 12th Street and 2nd Avenue near the 12th St. Gate would reduce the number of turning movements required to access the residential area on this end of the garrison from the 12th St. Gate.

North-South Road should be extended to intersect Imjin Road to the northeast to provide more direct access from Reservation Road to Seaside from the Imjin Gate. To the southwest, an extension of North-South Road to SR 218 in Del Rey Oaks would provide an alternate access to the Main Garrison area from the south.

To provide direct transit service between the Main

Garrison and Marina without having to use Highway 1, another connection should be established on the northern end of the base. Extending 4th Ave. to Reindollar Ave in Marina would establish direct linkage between the two areas. Extending 4th Ave. to intersect with North South Road would complete a logical arterial linkage across the Garrison between Marina and Seaside. Highway 1 generates no transit passengers between Seaside and Ft. Ord or between Ft. Ord and Marina and is used only because no better linkage exists between the two cities and destinations on the base.

Currently, Marina provides a passenger transfer station at Del Monte and Palm Avenue. Because of its poor location along a major arterial (Del Monte Avenue) and because of insufficient activity centers nearby, this transfer site is inadequate. Opening up new access into Ft. Ord from existing arterials in Seaside and Marina would facilitate development of a more centrally located transit terminal near the Main Gate at the former Parade Grounds (see Figure 53). This location would not only facilitate transfers between all routes serving Salinas, Marina and the Monterey Transit Plaza, but also it would serve as an excellent intermodal transfer facility. A restructuring of all routes currently serving the Marina/Ft. Ord area would provide better service to residential neighborhoods near the Imjin Gate and to major activity centers on the Main Garrison, especially with multiple transfer possibilities near the Main Gate facilitated by a new intermodal transportation terminal.

Regardless of the ultimate routes chosen to link Seaside and Marina across the Garrison, new and existing arterials should be equipped with suitable bus turnouts at appropriate locations to reduce travel lane obstructions and to enable safe passenger boarding and alighting from curbside. Turnout dimensions vary according to arterial speed, and adequate right-of-way should be acquired to accommodate them as required with new development.

2001 Scenario. Assuming that a four-year University campus with up to 25,000 students may be developed within the existing Main Garrison area within the next 9 years, MST will have to provide vastly increased service linking the campus area to destinations within Marina and Seaside. Increasing the transit level of service will be more readily accomplished after the linkages above have been completed.

In addition to improved linkages between Seaside and Marina, any new development associated with a university campus should follow MST development guidelines for site-specific and overall design considerations. For example, new buildings should be situated along street frontages with parking in the rear to facilitate efficient pedestrian access while maintaining adequate parking. In addition, bus shelters and waiting areas need to be considered in the design of large

facilities generating substantial numbers of trips. For new roads, collector roads should follow a grid pattern rather than the existing pattern of cul-de-sacs and circuitous routing, particularly in residential areas. Other concepts for good urban development can be followed to reduce walking distances between buildings and to reduce overall trip generating characteristics.

Transit coaches operating on existing roadways in mixed traffic allow flexibility in route and service adjustments. As transit demand increases with growth of the university, alternatives for additional service will be considered. Providing a major transfer facility similar to the Salinas Transit Center at the Parade Ground location previously mentioned would facilitate a shuttle-type operation on campus with express connections to the Monterey and Salinas transit centers.

Service expansions require new revenue sources. Contractual arrangements with the university bursars office and the parking and traffic office to divert student parking permit fees and fines to support transit service would finance additional service. In return, Monterey-Salinas Transit could provide student passes allowing more flexible ridership for students than relying solely upon farebox revenue. Evening and Sunday service extensions could be considered in response to transit demand.

Future Service. In addition to site specific designs, subdivision considerations in new developments and turnouts along arterials, express service opportunities between Salinas and the Peninsula exist in the long term. Although service must be maintained to developments along SR 68, a direct freeway across Ft. Ord would allow the use of diamond lanes to provide peak period commuter service in the future. The exact freeway route linking Salinas and the Peninsula is less important than securing adequate right-of-way to provide HOV lanes. Funding for limited or commuter express service could be obtained by passenger subscription and by service contracts with large employers.

Ft. Ord presents an optimum location for consolidation of MST's regional operations and maintenance facilities. Because MST will outgrow its Monterey facility in the short-term future, and because environmental limitations preclude expansion of the Thomas D. Albert operations facility in Monterey, relocation will be necessary. Allocating a suitable site within the Ft. Ord reuse area would not only ensure excellent service, it would also permit MST to operate more efficiently from a centrally located garage. Without expanded, relocated facilities, MST will be unable to expand its service to meet the increased demand generated by extensive new development within its service area.

With its excellent freeway access, Ft. Ord would be an ideal location for a truly multimodal transportation terminal serving Salinas and the Peninsula with linkages between the local transit operator, commuter rail and private automobiles. The economic development potential inherent around a regional rail passenger terminal which facilitates linkages to local public transit need not be elaborated here, but a centralized facility providing linkages between all transportation modes could be self-sustaining and generate additional symbiotic development. To optimize use of the Parade Ground location, the multimodal transportation center should reserve adequate space to accommodate additional services such as commuter rail or Amtrak service linking the Peninsula to San Jose and San Francisco.

Pedestrians

1992-1997. In the near future, pedestrian access needs to be substantially improved with the reuse of any facilities in the Main Garrison area. Sidewalks should be provided along any roadway which is improved through widening or resurfacing. Opportunities to construct pedestrian paths which directly link major activity centers rather than following new or existing roadways should be identified.

In addition to linking major activity centers, new sidewalks or more direct paths should be established from bus stops to the nearest facility served by the stop. Public transit systems are essentially pedestrian systems--passengers must walk to and from the bus to the ultimate destination--therefore, creating a pedestrian-friendly environment will provide incentive and possibilities for transportation modes other than the privately-owned automobile.

Requirements of the American Disability Act (ADA) must be considered for both near-term and future pedestrian/transit improvements.

Future Considerations. In the long term, pedestrian access can be enhanced in three ways. First, any new construction should provide site-specific amenities such as walkways, covered entrances, and orientations with buildings fronting the sidewalk. Second, mixed land uses should occur throughout reuse areas and in new developments. By breaking away from the conventional pattern of segregated, homogenous land uses, complementary functions can be situated in proximity to facilitate pedestrianism and to reduce total travel demand. Finally, new development should cluster buildings near existing structures to reduce overall walking distance.

Bicycle Paths

1992-1997. Currently, only one grade-separated bicycle

path serves the Ft. Ord area. This path extends from the Peninsula Recreational trail southwest of Cannery Row in Monterey, through Seaside and then along the northwest side of Highway 1 to Reservation Road in Marina. Opening gates and extending roadways from Seaside and Marina into the Main Garrison will create opportunities to extend or construct Grade II bike paths along existing and extended roadways. Providing Grade I and Grade II bicycle trails parallel to North-South Road from Del Rey Oaks will improve bicycle access from the south, while constructing extensions along 4th Avenue to cross the current reservation boundary to the north will enhance bicycle access from Marina. Providing grade-separated bicycle paths simultaneous with any new road construction or existing roadway improvements will augment transportation alternatives and reduce reliance upon the automobile for short trips within the Main Garrison and between the garrison and Marina and Seaside.

2001 Scenario. College students traditionally rely more heavily upon bicycles for transportation than the general population for purely economic reasons. Constructing grade-separated bicycle paths between dormitory areas, recreation areas and the student union facility will enable students to participate in campus activities without requiring the use of a car. Bicycle paths through undeveloped areas can also serve the campus as a recreational facility as well as linkages in a transportation network.

Site-specific amenities facilitate bicycling as well as walking. Covered bicycle racks with public locks in secure locations increase bike ridership by reducing perceived threats to personal property. Adequate bicycle rack slots near popular destinations linked to buildings with well-lighted sidewalks should be provided to accommodate the full number of users during peak hours.

Establishing a convenient interface between the bicycle network and the transit network will further enhance the bicycle as a viable mode of transportation for a larger number of students. Bicycle racks on intercity buses passing through the campus area will allow cyclists to make the long-haul portion of their trip on the bus and to complete their trip to the ultimate destination by bicycle, thereby increasing the effective service area for public transit and increasing the effective range of bicycles. Grade separated bike paths should include linkages to a Ft. Ord transit center which should provide ample, secure bike storage space.

Future Considerations. In the long term, a complete network of interlinked bicycle trails will facilitate bicycle travel between Marina and Seaside across Ft. Ord. A local network of bicycle trails could tie into the existing regional network to provide safe and direct bicycle routes throughout the region. Although mixed-user trails for pedestrians,

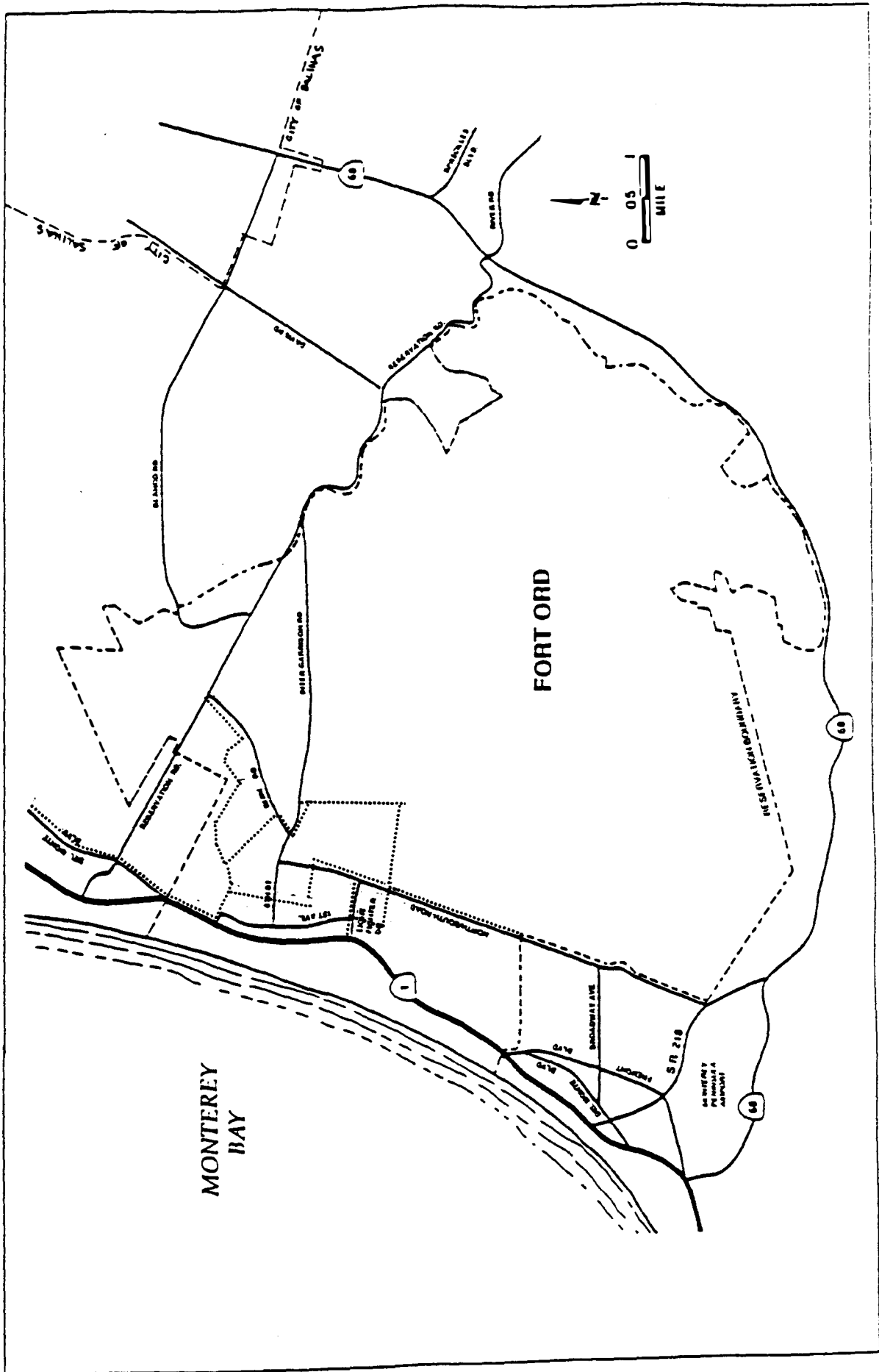
bladers and bicyclists are less than optimum from the users perspective, a minimum width of twelve feet with striped lanes will reasonably accommodate all three categories of users.

Regardless of the nature of Ft. Ord reuse, adequate bicycle paths and facilities will encourage bicycle ridership and decrease reliance upon the single occupant vehicle for trips of less than five miles distance.

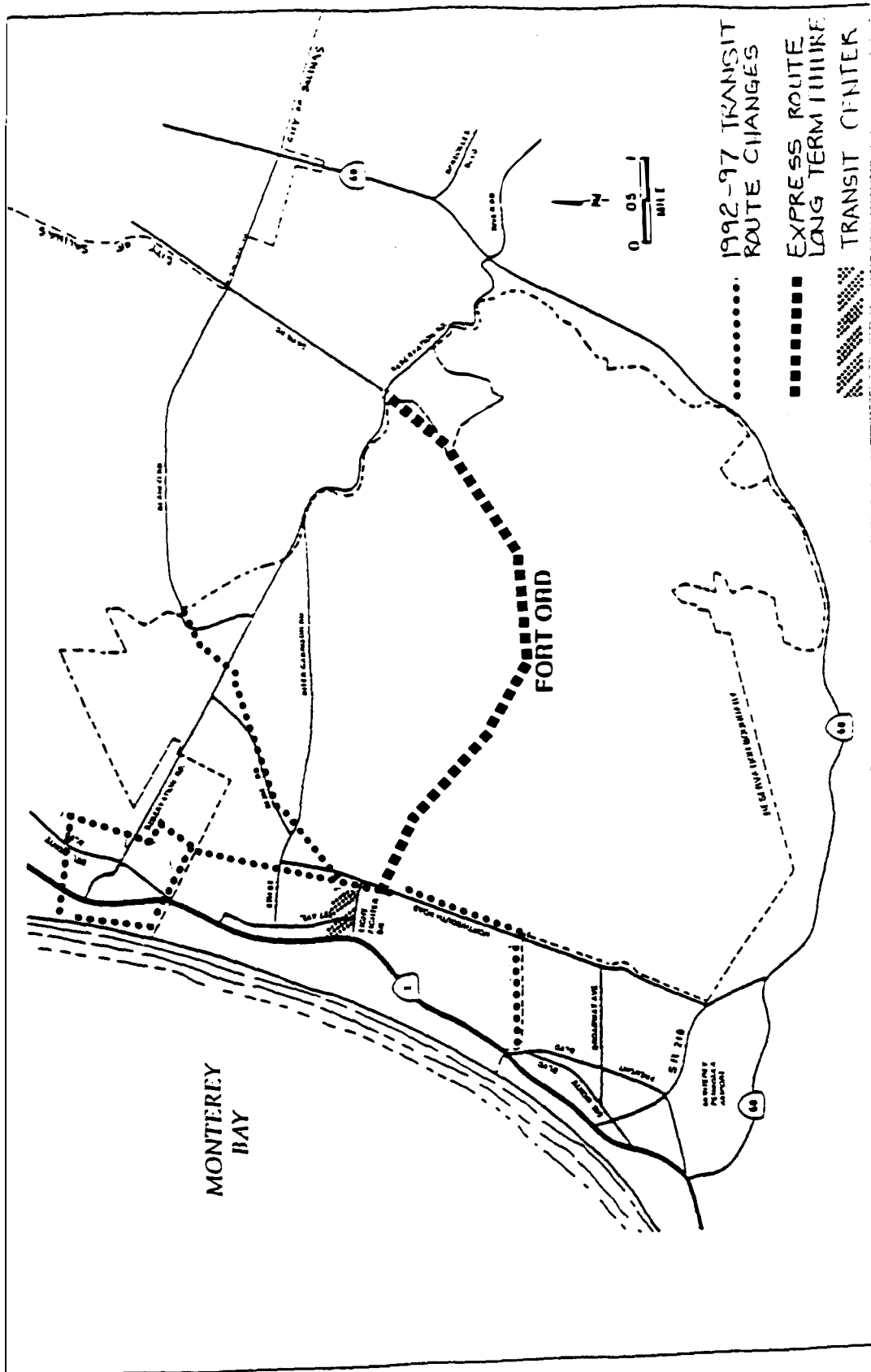
Conclusion

Transportation alternatives to travel by single occupant vehicle must be considered at the outset of Ft. Ord redevelopment plans rather than as an afterthought. Provisions for alternative transportation modes rely heavily upon common sense and a cooperative attitude among public policy makers.

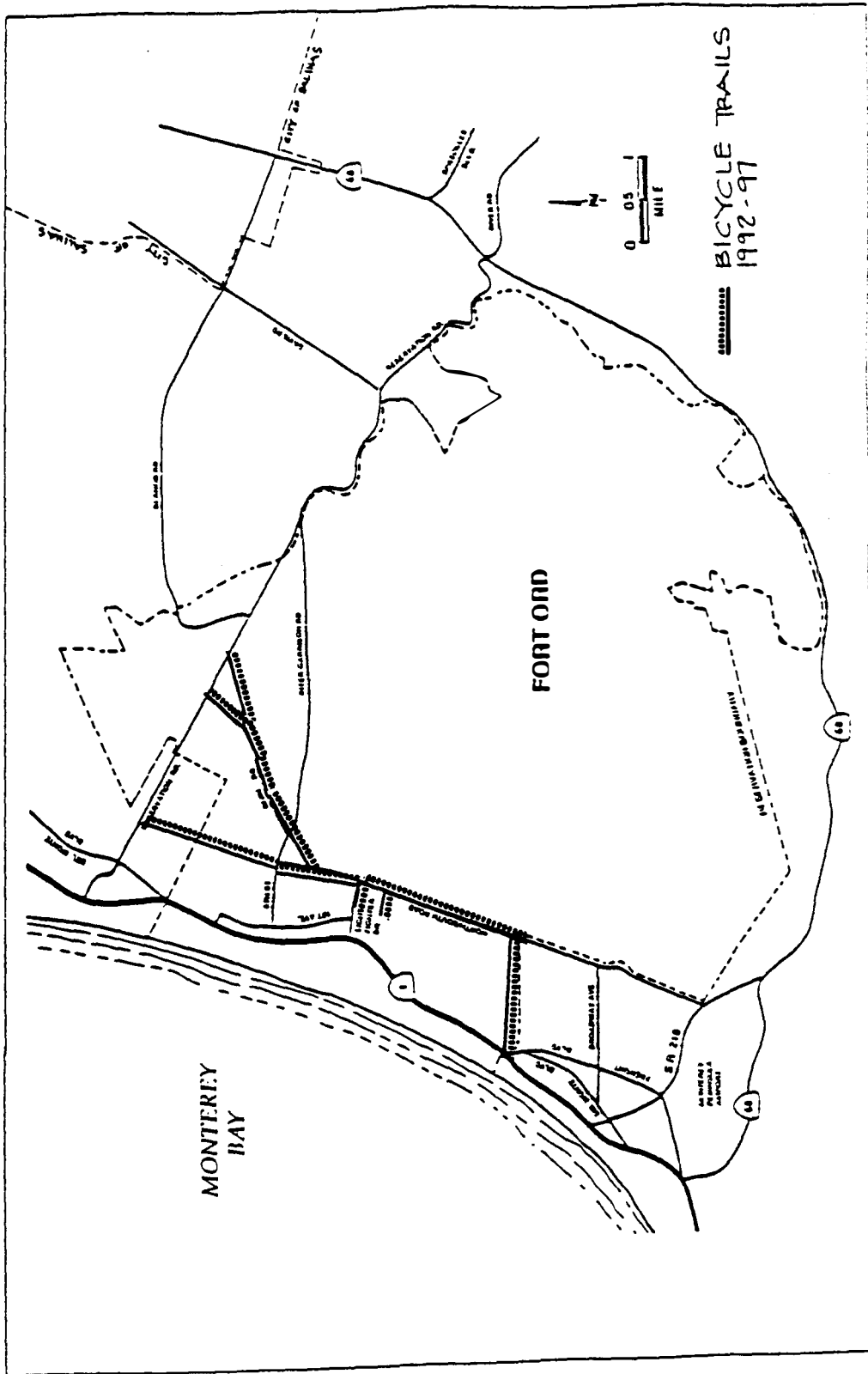
The Monterey County Congestion Management Program and the Central Coast Air Quality Management Program mandate specific actions to reduce congestion and air pollution associated with excessive motorized vehicle use. These two programs attempt to reduce overall travel demand in new and existing developments by strengthening the link between land use and transportation planning. Addressing the special yet inexpensive needs of alternative transportation modes early in the redevelopment process will prevent the imposition of more stringent mitigation measures later.



EXISTING MST SERVICE



PROPOSED MST SERVICE



AIR

CIVIL REUSE OF FRITZSCHE AIRFIELD

Background. For the disposition of U.S. military property, Federal policy has been to give priority to civil aviation reuse of military airfields that become surplus to Federal needs. The FAA District Office in Burlingame advises that the Federal Policy on surplus military airfield disposition applies to Fritzsche Airfield. The following report provides preliminary information and findings on the question of civil reuse of Fritzsche Airfield. (See Figure 11.)

Facilities Description. Fritzsche Airfield is comprised of about 1,500 acres with improvements that include:

1. Runway. 3,000 ft. by 75 ft. (landing weight up to 110,000 lbs). 500 ft. overruns at each end. Supporting taxiway. High intensity runway lights (HIRL). (HIRL) and approach lights.
2. Aircraft Parking Apron. About 32 acres.
3. Hangars. Five (5) with aircraft office space storage shop and a total of about 50,000 sq. ft.
4. Building. Seven with a total of about 20,000 sq. ft. including maintenance building with office and shop space; four small office buildings; and two buildings that currently house aircraft simulators.
5. Fuel Facilities. Three underground storage tanks of 10,000; 30,000; and 100,000 gallons respectively.
6. Fire Station.
7. Sewage Treatment Facility.
8. Motor Park/Maintenance Facility. Includes building with office and maintenance space and paved vehicle parking apron.
9. Air Traffic Control Facilities.
 - a. A Tower building with air traffic cab, office and shop space on lower levels.
 - b. The Ground Control Approach (GCA) equipment used for instrument operations would expectedly be removed upon the airfield being relinquished by the U. S. Army. Alternatives for instrument operations include an approach using the Salinas VOR.

10. Wooden Buildings. Eight of temporary construction.
11. Other. Buildings and structures for electrical power and utilities.

Airport Capacity

1. Existing airports in Monterey Bay/Ft. Ord area include Monterey Peninsula Airport, Salinas Municipal Airport and Watsonville Municipal Airport.
2. Monterey and Salinas Airports are within 10 statute miles of Fritzsche Airfield. Watsonville Airport is within 20 statute miles of Fritzsche Airfield. Also, Hollister Airport is within 25 miles of Fritzsche Airfield.
3. Monterey Peninsula Airport is designated a primary airport within the National Airport System Plan and is in the small hub airport category based on passenger enplanement criteria. Monterey provides scheduled airline and general aviation services. Salinas and Watsonville airports are general aviation facilities and provide services for private and corporate aircraft.
4. The civil airports in Monterey Bay/Ft. Ord area currently provide sufficient capacity to meet civil aviation needs and have sufficient growth potential to meet future requirements for at least the next 10 to 20 years.

Civil Aviation Potential of Fritzsche Airfield

1. General Aviation (GA). Fritzsche Airfield appears to have civil airport potential for general aviation. The present runway length of 3,000 feet is a limiting factor that would restrict use to single engine and light twin engine aircraft. With extension of the runway to 5,000 feet, the facility would accommodate corporate general aviation and possibly aviation industrial activities.
2. Demand Factor. Whereas, the existing demand for civil general aviation facilities is capable of being met by existing civil airports in the region, civil general aviation reuse of Fritzsche Airfield would enhance the area's system of airports, and it can be a positive economic factor. In the short term a civil general aviation airport at Fritzsche Airfield would be in the "nice to have" category. In the long run, a civil general aviation airport at Fritzsche Airfield would be expected to evolve from a facility

that augments the area's airport capacity, to one that provides capacity "necessary" to fully meet the area's general aviation needs.

3. Financial Feasibility. Typically civil airports seek full recovery of costs from airport user rents and charges. There are some questions to be resolved about the ability of a civil airport at Fritzsche Airfield to fully recover costs from rents and charges paid by the aviation users. Relative to this, there is the potential to utilize some of the existing airport facilities as industrial park for nonaviation business. The revenues from an associated airport industrial park could be used to augment aviation derived revenues to make the facility self supporting.

Options for Civil Operation of Fritzsche Airfield

1. City of Marina
 - a. Fritzsche Airfield is within the limits of the City of Marina. As the local jurisdiction that has land use authority for the Fritzsche Airfield environs, the City of Marina would be in the best position to ensure airport land use compatibility through zoning and general plans.
 - b. The cities of Marina and Seaside have established the Ft. Ord Economic Development Authority. Through this authority the City of Marina is pursuing an FAA grant to assess the civil airport feasibility of Fritzsche Airfield. The program narrative in the FAA grant application follows on page D-170. Contingent on a determination of feasibility for reuse of Fritzsche Airfield as a civil general aviation airport, the City of Marina appears to be the leading candidate to operate the facility.
2. Monterey Peninsula Airport District (MPAD). The charter of MPAD enables the District to acquire and operate airports within Monterey County.
3. Monterey County. Monterey County has authority to acquire and operate airports within the County.
4. Joint Powers Authority (JPA). Establishment of JPA for the purpose of operating Fritzsche Airfield as a civil airport is an option.
5. Special District. Creation of a special district to operate Fritzsche Airfield as a civil airport is an

option.

6. Contract Operation. For any of the foregoing approaches for governmental sponsorship of Fritzsche Airfield as a civil airport, the airport director would have the option to either staff and directly manage the airport facilities or to contract for management and operation of the airfield.

Coordination and Other Matters

1. Federal Mandate. It is understood that Federal laws regulating disposition of surplus military airfields require that:
 - a. The property shall be maintained in continuous use as a civil airport. Should the airport operator decide to cease operation of the property as a civil airport, the facility will become available for operation as a civil airport by other qualified sponsors.
 - b. All revenues generated from use of the property are required to be used for airport purposes. Whereas, airport sponsors may recover costs for services provided to operate and administer the airport, it is illegal to divert airport funds to nonairport purposes.
2. State Mandate. Pursuant to state law the California Division of Aeronautics is charged to assess the civil reuse potential of all military airfields that become surplus to federal needs. Accordingly, Fritzsche Airfield is included in a study recently initiated by the State for certain military airfields on the base closure list.
3. Other Civil Airport Options for Fritzsche Airfield
 - a. Recommendations and suggestions that have been advanced for conversion and use of Fritzsche Airfield for civil aviation include:
 - (1) Replacement for Monterey Peninsula Airport.
 - (2) Long haul International or major airport.
 - (3) Second regional air carrier airport.
 - (4) Air freight facility.
 - (5) Division of forestry facility.
 - b. At this point in time, the option that appears

best able to pass the financial feasibility test for use of Fritzsche Airfield is use as a general aviation airfield. Financial feasibility should be a central question in both the study to be undertaken by the Ft. Ord Economic Development Authority and the separate study of the State Division of Aeronautics.

- c. A general aviation airport at Fritzsche Airfield would be expected to accommodate use by the State Division of Forestry.
- d. As for the other uses enumerated, none of the options appear to be financially feasible at this time. That does not, however, preclude such uses of Fritzsche Airfield in the future if these should later be judged feasible. The test involved would necessarily include political and environmental feasibility as well as technical and financial considerations.

Conclusions

1. Pending outcome of the feasibility studies to be completed by the Ft. Ord Economic Development Authority and the State of California, conversion of Fritzsche Airfield to a general aviation airport appears to be the leading candidate for reuse.
2. The Fritzsche Airfield facility improvements exceed that which would be needed to support aeronautical activities for a light general aviation airport. Alternatives for the property excess to aeronautical needs include an airport industrial park.
3. There may be other nonairport related users for which Fritzsche Airfield facilities could be used. The question of a nonairport use were not addressed by this report. Some possibilities include an industrial center, center for consolidation of municipal functions, i.e. public works, transportation and maintenance, warehouse facilities, etc.

RECOMMENDATIONS

1. Earmark Fritzsche Airfield for possible conversion to a civil general aviation airport.
2. Make a final determination on the civil (general) aviation reuse of Fritzsche Airfield after completion, and in consideration of the findings of the studies of the Ft. Ord Economic Development Authority Study and the State Division of Aeronautics Study for civil reuse of Fritzsche Airfield.

FORT ORD ECONOMIC DEVELOPMENT AUTHORITY

BACKGROUND INFORMATION

The Defense Base Closure Realignment Commission on July 1, 1991 delivered a report to the President of the United States which recommended the closure of 35 United States military installations and the realignment of 43 more. The Commission recommended the closure of Ft. Ord which is located in Monterey County. The economic loss to the region from the closure has been estimated to be nearly three quarters of a billion dollars. The Ft. Ord Economic Development Authority (FOEDA) consisting of the cities of Marina and Seaside was created in November, 1991. These two governments have city limits which include nearly all the developed portion of Ft. Ord. The authority has been created to undertake reuse planning projects. Currently, Williams-Kuebelbeck and Associates, Inc. has been retained by FOEDA to prepare an Economic Adjustment Plan (EAP) for optimum Ft. Ord reuse. The members of FOEDA and the County of Monterey will begin preparing the interim reuse plan for Ft. Ord in June, 1992. This plan will be completed and submitted to the Department of the Army by December, 1992.

The Ft. Ord Economic Development Authority, the project applicant, is seeking FAA funds to conduct a feasibility/airport master planning study which will take up to one year. The two phase study will evaluate potential general aviation reuse of Fritzsche Airfield on Ft. Ord. The purpose of Phase I of the study is to identify and evaluate general aviation reuse alternatives for Fritzsche Airfield in the form of a feasibility study. The scope of the work for the Phase I study will be structured to consider general aviation reuses ranging from the ultimate general aviation reuse alternative (as defined by the study) through a nonaviation reuse alternative. Should general aviation reuse be FOEDA's preferred plan, Phase II of the study will be the development of a detailed airport master plan oriented to the general aviation reuse concept which was selected by FOEDA and the city of Marina.

BENEFITS ANTICIPATED

The study plan will produce recommendations as to specifically what type and to what degree some form of general aviation activity can remain or be developed at Fritzsche Airfield. This study will identify base closure general aviation related impacts and will produce recommendations as to what specific type of general aviation related uses can provide job creation and long-term economic development, and

relate to the unique resources offered at Fritzsche Airfield. The study will provide FOEDA and the city of Marina, which has Fritzsche Airfield entirely within its city limits, with an effective guide for general aviation reuse. This plan will aid FOEDA members and the community in arriving at key decisions concerning the viability of maintaining the airport's ability to serve existing and future general aviation airport users. An expected outcome from achieving our project study will be the production of a Fritzsche Airfield general aviation feasibility/airport master plan study.

Completion of the study's individual elements will result in recommendations for short, intermediate and long-term development programs to accommodate the Fritzsche Airfield economic adjustment plan.

APPROACH

A scope of work follows in this application. It will be made a part of a technical consulting contract for assisting FOEDA in the preparation of the feasibility/airport master study plan. The study will be integrated into the overall Ft. Ord economic adjustment plan. A two phase study will evaluate potential general aviation reuse alternatives for Fritzsche Airfield in the form of a feasibility study. The scope of work for the Phase I Study will be structured to consider general aviation reuses. Should general aviation reuse be FOEDA's preferred plan, Phase II of the study will be the development of a detailed airport master plan oriented to the general aviation reuse concept. The study will include data regarding airports located at Fritzsche Airfield and others located in Watsonville, Salinas and Monterey.

The Ft. Ord Economic Development Authority will appoint a study policy advisory committee (SPAC). Agencies such as the Association of Monterey Bay Area Governments, the Airport Land Use Commission, the County of Monterey and the Monterey Peninsula Airport District will be invited to appoint a representative to the SPAC. In addition, a number of public members will be selected by the Ft. Ord Economic Development Authority Commission. The SPAC will review the study as it is prepared and provide advice to the FOEDA Commission and also the City of Marina which has potential land-use jurisdiction over the airfield. Either FOEDA or the city of Marina may consult with SPAC. The recommendations made by the SPAC will be advisory and not mandatory upon the governing boards of either FOEDA or the City of Marina.

GEOGRAPHIC LOCATION (Refer To Figure 12, Page B-1-8.)

Area Description

The Ft. Ord Economic Development Authority has as its members the cities of Seaside and Marina. The total population for these two cities in 1990 was about 65,000 people. A portion of the population in both Marina and Seaside live on Ft. Ord. Both cities are within Monterey County which has a total population of about 356,000. The area has demonstrated consistent population growth. For the period of 1985 to 1990, the county's population grew by about 13 percent. Employment lagged somewhat behind population for the same period with a growth of 11.3 percent. Per capita income increases for the region during the 1985 to 1990 period has lagged about 1.6 percent per year behind that comparable increases for the United States and the State of California.

General Information

Fritzsche Airfield consists of approximately 1,500 acres of Ft. Ord which has a total of 28,000 acres of land. The requested study will consider only Fritzsche Airfield and not the remainder of Ft. Ord military reservation.

The Airfield has a runway which is 3,000 feet long and 75 feet wide. The runway has 500 feet overruns. The asphalt taxiways are 50 feet wide and are capable of supporting up to 110,000 pounds. All taxiways are lighted. There are about 1,416,300 square feet of parking aprons available. The surfaces for the aprons are asphalt and concrete.

The facility is currently primarily utilized by helicopters and light fixed wing aircraft. Normally the fixed wing aircraft utilizing it are 12,500 pounds or lighter.

Fritzsche Airfield has a tower. It is equipped with state-of-the-art communications and telecommunications equipment. A digital radar is operational in the tower and a military Ground Control Approach is operational.

APPENDIX D-1

Appendix D-1
Roadway Network (Existing)

ROUTE NAME	LENGTH OF SEGMNT	ROUTE TYPE	CONSTRUCTION MATERIAL	WIDTH	CONDITION
A Street	0.3mi	All-weather	Asphaltic Concrete	20 ft	Excellent
Anza Avenue	0.5 mi	All-weather	Low Bituminous	28 ft	Good
Arnhem Road	0.1 mi	All-weather	Asphaltic Concrete	24 ft	Excellent
B Street	0.2 mi	All-weather	Asphaltic Concrete	20 ft	Excellent
Barloy Canyon Road	4.7 mi	All-weather	Bituminous	24 ft	No Data
Beach Range Road	3.5 mi	All-weather	Medium & Low Bituminous	24 ft	Good
Blanco Road	0.8 mi	All-weather	No Data	No Data	No Data

C Street	0.2 mi	All-weather	Asphaltic Concrete	20 ft	Excellent
Chapel Hill Road	0.4 mi	All-weather	Low Bituminous	20 ft	Good
Coe Avenue	0.7 mi	All-weather	Low Bituminous	28 ft	Good
Corps Place	0.2 mi	All-weather	Asphaltic Concrete	26 ft	Good
Crescent Bluff Road	0.7 mi	All-weather	Medium Bituminous	22 ft	No Data
Eighth Street	0.8 mi	All-weather	Asphaltic Concrete	28 ft 38 ft 26 ft 32 ft	Good Excellent
Eighth Street	0.8 mi	All-weather	Asphaltic Concrete	26 ft	Good
Eleventh Street	0.5 mi	All-weather	Asphaltic Concrete	40 ft 28 ft	Good
Engineer Road	1.4 mi	Fair-weather	Dirt	20 ft	Fair to Poor

Eucalyptus Road	4.6 mi	All-weather	Low Bituminous	28 ft	Good
Fifth Avenue	0.1 mi	All-weather	Asphaltic Concrete	27 ft	Good
Fifth Avenue	0.7 mi	All-weather	Asphaltic Concrete	40 ft 27 ft	Good
First Avenue	1.7 mi	All-weather	Asphaltic Concrete	28 ft 38 ft 30 ft 24 ft	Good Excellent
First Street	1.1 mi	All-weather	Asphaltic Concrete	28 ft	Good
Fourth Avenue	1.2 mi	All-weather	Asphaltic Concrete	32 ft 27 ft 36 ft 24 ft	Good Excellent
Fourth Street	0.5 mi	All-weather	Asphaltic Concrete	27 ft	Good
Fitzsche Army Airfield Road	1.0 mi	All-weather	Asphaltic Concrete	28 ft	Excellent

Gigling Road	3.1 mi	All-weather	Asphaltic	40 ft	Good
			Concrete	37 ft	
			Bituminous	27 ft	
				24 ft	
Imjin Road	2.0 mi	All-weather	Asphaltic Concrete	28 ft	Good
Inter-Garrison Road	3.2 mi	All-weather	Asphaltic Concrete	26 ft	Good
Jacks Road	2.2 mi	Fair-weather	Dirt	20 ft	No Data
Kit Carson Drive	0.1 mi	All-weather	Low Bituminous	26 ft	Fair
McClure Way	0.4 mi	All-weather	Low Bituminous	20 ft	Good
Main Gate Road	0.5 mi	All-weather	Asphaltic Concrete	48 ft	Excellent
Monterey Road	2.4 mi	All-weather	Asphaltic Concrete	24 ft 33 ft	Excellent

Ninth Street	1.1 mi	All-weather	Asphaltic Concrete	27 ft	Good
				32 ft	
				21 ft	
				24 ft	
Normandy Road	0.6 mi	All-weather	Asphaltic Concrete	28 ft	Good
North-South Road	4.5 mi	All-weather	Asphaltic Concrete	32 ft	Excellent
				22 ft	
				44 ft	
North Camp Street	0.4 mi	All-weather	Low Bituminous	20 ft	Poor
Numa Watson Road	0.3 mi	All-weather	Asphaltic Concrete	24 ft	Excellent
Oil Well Road	3.1 mi	Fair-weather	Dirt	20 ft	No Data
Old Country Road	2.5 mi	Fair-weather	Dirt	20 ft	Fair to Poor
Old South Boundary Road	5.1 mi	All-weather	Bituminous	22 ft	Good

Ord Avenue	0.6 mi	All-weather	Low Bituminous	22 ft	Fair
Ord Avenue	0.4 mi	All-weather	Medium Bituminous	65 ft	Good
Owen Durham Street	0.8 mi	All-weather	Asphaltic Concrete	24 ft 20 ft	Excellent Good
Parker Flats Road	0.9 mi	All-weather	Low Bituminous	24 ft	Excellent
Parker Flats Cut-Off	1.2 mi	All-weather	Low Bituminous Asphaltic Concrete	24 ft 26 ft	 Good
Pilarcitos Road	2.8 mi	Fair-weather	Dirt	24 ft	Fair
Quartermaster Avenue	0.8 mi	All-weather	Asphaltic Concrete	30 ft	Good
Reservation Road	2.4 mi	All-weather	Asphaltic Concrete	50 ft	Excellent

Richardson Gate Road	0.6 mi	All-weather	Medium Bituminous	65 ft 32 ft	Good
Second Avenue	0.9 mi	All-weather	Asphaltic Concrete	30 ft	Good
Second Street	0.3 mi	All-weather	Asphaltic Concrete	27 ft	Good
Seventh Avenue	0.8 mi	All-weather	Asphaltic Concrete	26 ft	Excellent
Seventh Street	0.3 mi	All-weather	Asphaltic Concrete	27 ft	Good
Sherman Street	0.4 mi	All-weather	Medium Bituminous	37 ft	Fair
Sixth Avenue	1.0 mi	All-weather	Asphaltic Concrete	26 ft	Excellent
Sixth Street	0.3 mi	All-weather	Asphaltic Concrete	27 ft	Good
Skyland Road	3.0 mi	Fair-weather	Dirt	24 ft	Fair

South Camp Street	0.4 mi	All-weather	Low Bituminous	20 ft	Poor
State Highway 1	4.2 mi	All-weather	Concrete	50 ft	Excellent
Tenth Street	0.5 mi	All-weather	Asphaltic Concrete	28 ft	Good
Third Avenue	2.0 mi	All-weather	Asphaltic Concrete	28 ft	Good
Third Street	1.3 mi	All-weather	Asphaltic Concrete	30 ft 27 ft	Fair Good
Thirteenth Street	0.3 mi	All-weather	Asphaltic Concrete	30 ft	Good
Twelfth Street	0.9 mi	All-weather	Asphaltic Concrete	30 ft 36 ft	Good
Viscanino Street	0.1 mi	All-weather	Bituminous	22 ft	No Data

Watkins Gate Road	7.9 mi	All-weather	Low Bituminous	20 ft	Good & Fair
West Camp Street	0.3 mi	All-weather	Low Bituminous	22 ft	Good
Feeder Streets in Housing Areas	20 mi	All-weather	Asphaltic Concrete	24 ft	Excellent
Unnamed Road	0.3 mi	All-weather	Asphaltic Concrete	21 ft	Good
Unnamed Road	0.3 mi	All-weather	Medium Bituminous	24 ft	Fair
Unnamed Road	0.6 mi	All-weather	Bituminous	22 ft	No Data
Unnamed Road	1.4 mi	All-weather	Bituminous	22 ft	No Data
Improved Dirt Roads	37.3 mi	Fair-weather	Dirt	14-30 ft	Good to Poor
Unimproved Dirt Roads	77.8 mi	Fair-weather	Dirt	11-24 ft	Good to Poor

APPENDIX D-2

D-2

APPENDIX
ROAD BRIDGES (EXISTING)

Route Designation	Feature Crossed	Dimensions Length/Overall Width/Roadway Width	Clearance	Type/Construction Materials	Condition	Remarks
Twelfth Street	State Highway 1	198 ft long; overall width- no data; 40 ft roadway width	Unlimited vertical; horizontal- no data; 17 ft underbridge to both northbound and southbound lanes	Deck; concrete boxed girder	Good	Built in 1973; Cal Dept of Transportation bridge #BR44-203
Eighth Street	State Highway 1	342 ft long; overall width- no data; 40 ft roadway width	Unlimited vertical; horizontal- no data; 17.1 ft northbound and 16.1 ft southbound underbridge	Deck; concrete boxed girder	Good	One sidewalk 5 ft wide; built 1973; Cal Dept of Transportation bridge #BR44-202
Fort Ord Main Gate Road	State Highway 1	262 ft long; overall width- no data; 18 ft roadway width	Unlimited vertical; horizontal- no data; 17.1 ft northbound & 22 ft southbound underbridge	Deck; prestressed concrete girder	Good	Built in 1973; Cal Dept of Transportation bridge #BR44-199
Guidotti Road	El Toro Creek	130 ft long; overall width- no data; 18 ft roadway width	Unlimited vertical; horizontal- no data	Deck; concrete	Poor	Built in 1908; bridge not recommended for use (dangerous); permanent bypass has been provided upstream from the bridge
State Highway 1	Railroad spur into Main Post	178 ft right span and 176 ft left span long; overall width- no data; 51 ft right span & 54 ft roadway width	Unlimited vertical; horizontal- no data	Deck; concrete boxed girder	Good	Built in 1973; Cal Dept of Transportation bridge #BR44-201 R & L
State Highway 1	Fort Ord PUC Underpass	18 ft long; 72 ft overall width; roadway width- no data	Unlimited vertical; horizontal- no data	Deck; concrete slab culvert	No data	First built 1943; last work done in 1973; Cal Dept of Transportation bridge #BR44-81
State Highway 1	First Street Underpass	41 ft long; 106 ft overall width; roadway width- no data	Unlimited vertical; horizontal- no data	Deck; concrete boxed girder	No data	Built in 1973; Cal Dept of Transportation bridge #BR44-200

APPENDIX D-3

D-3

APPENDIX D-3

Keller & Gannon Study of Fort Ord's Electrical Distribution System

Introduction

BACKGROUND

Ft. Ord, located near Monterey, is the home of the 7th Infantry Division (light), United States Army. Ft. Ord receives power from Pacific Gas & Electric Company (PG&E) and distributes this power to residential and light industrial users through a distribution system owned and operated by Ft. Ord. The distribution system is old and has been modified and added to many times over the years. During this time, drawings, maps and records have not been kept revised and accurate.

To bring the records up to date, determine the state of the existing system and determine any changes or improvements required to serve programmed future loads, Ft. Ord commissioned Keller & Gannon (K&G) to carry out a study to investigate, analyze, evaluate and make recommendations for the primary electrical distribution system.

This summary is an overview of the three-part study performed under Contract No. DACA05-89-D-0002 with Sacramento District Corps of Engineers. The three parts, which have separate delivery orders, are as follows:

- ~ Delivery Order No. 9: Prepare Single Line Diagrams (PN 923) - Phase I Voltage Electrical System and Update General Electrical Maps
- ~ Delivery Order No. 11: Primary Electrical System (PN 923A) - Phase II Evaluation
- ~ Delivery Order No. 12: Primary Electrical System (PN 923B) - Phase III Relay Coordination and Recommendations Study

Conclusions, recommendations and diagrams presented in this report recapitulate items addressed under separate covers of this multi-phased project.

SCOPE

This overall executive summary consolidates the key results of the three parts of the power system study. The summary contains the following:

1. Conclusions and recommendations from the Primary Electrical System Evaluation (Phase II) including:
 - ~ Conclusions
 - ~ Recommendations
 - ~ Short circuit single line diagrams showing three-phased and single line to ground short circuit currents at key points
 - ~ Load flow impedance diagrams showing voltage drops at key points
2. Conclusions and recommendations from the primary electrical system relay coordination and recommendations study (Phase III) including:
 - ~ Conclusions
 - ~ Recommendations
 - ~ Relay Settings
 - ~ Electrical distribution maps showing recommended new feeders
 - ~ Single line switching diagram showing recommended new feeders
3. Reduced size copies of the system single line diagrams developed during Phase I.

SECTION B

Conclusions and Recommendations

GENERAL

This section is a summary of the conclusions and recommendations reached in Phase II and Phase III of this study.

CONCLUSIONS AND RECOMMENDATIONS

PHASE II - PRIMARY ELECTRICAL SYSTEM EVALUATION

CONCLUSIONS

- ~ All existing equipment has been applied within its short circuit withstand and interrupting ratings.

- ~ The metering and relaying devices are not working for the 12.47 kV circuit breaker in the main switchgear supplying Feeder #8. This causes the main switchgear breaker to trip in lieu of the feeder breaker for faults on the feeder. The main breaker also trips occasionally for faults on other feeders.
- ~ The main substation is not overloaded now, but it is approaching the capacity of the existing PG&E transformers feeding it. Maximum continuous rating of Ft. Ord's main switchgear is 26 MVA. The capacity available for Ft. Ord from PG&E's transformers is 18 MVA.
- ~ None of the feeders are overloaded at this time.
- ~ Voltage drops in the system are all within acceptable limits during normal system operation.
- ~ Circuit Breakers #1, #3, #4, #6 and #8 can be taken out of service and the corresponding load on Feeders #1, #3, #4, #6 and #8 can be fed through one of the tie switches located in the distribution system for that purpose. Feeders #1, #2, #3 and #4 serve both light industrial and residential loads. Feeder #5, #6 and #8 feed residential loads exclusively.
- ~ Feeder #2, which feeds the hospital, has no tie circuits from other feeders, and therefore, Circuit Breaker #2 cannot be opened for any purpose without loss of power to its loads.
- ~ Feeder #5, which feeds barracks, has no 12.47-kV tie circuits from other feeders, and, therefore, Circuit Breaker #5 cannot be opened for any purpose without loss of power to its loads.
- ~ System power factor is approximately 0.94, which is considered very good. Average power factor on all feeders is 0.90 or above.
- ~ Unbalanced line conditions exist on the main incoming feed from PG&E and also on Feeders #4, #6 and #8.
- ~ The Main Substation voltage balance and fluctuation are within acceptable limits.
- ~ Most pad-mounted transformers located in the underground distribution sections of Feeders #3 and #6 have rusted enclosures. These transformers serve family housing loads and, therefore, are a possible point of injury to playing children.

RECOMMENDATIONS

- ~ An investigations should be undertaken to determine the cause of the nonworking meters and relays on Feeder Breaker #8.
- ~ Any future additions to the Main Substation switchgear should have a 500 MVA interrupting rating.
- ~ Any future equipment added to the 4.16 kV switchgear should have the industry standard minimum interrupt rating of 75 MVA.
- ~ From both operational and economic viewpoints, no power factor correction should be contemplated.
- ~ Single phase transformers on Feeders #4 and #6 should be reconnected to the 12.47 kV feeders to better balance the load between the phases. The imbalance on the main incoming breaker will correct itself as the other feeder imbalances are corrected.
- ~ Future pad-mounted transformers should be specified with protective finish or paint tough enough to stand up to the corrosive marine atmosphere found on the Base and the existing oxidized surfaces should be cleaned, treated and painted.

PHASE II - PRIMARY ELECTRICAL SYSTEM RELAY COORDINATION AND RECOMMENDATIONS STUDY

CONCLUSIONS

- ~ The existing distribution system is not capable of meeting future loads without substantial upgrades.
- ~ Phase II of this study revealed that Feeders #2 and #5 have no tie circuits from other feeders and, therefore, Feeder Breakers #2 and #5 cannot be opened for any purpose without loss of power to their respective loads.
- ~ The Main Substation will exceed capacity of the PG&E service, based on programmed requirements, in fiscal year (FY) 1994.
- ~ The well pumps are controlled by start and stop setpoints in the reservoirs that cause the pumps to cycle frequently; this produces excessive wear on the well pump electrical components.
- ~ Frequent cycling of the well pumps causes large load swings on Feeder #3.

- ~ Relays at the Main Substation are dirty, improperly set and in need of calibration.
- ~ Main Substation phase instantaneous trip units have a pickup range that is too narrow.
- ~ Existing relays at the Main Substation do not have ground fault instantaneous units.
- ~ Feeder #1 reclosers and sectionalizers are improperly set.

RECOMMENDATIONS

- ~ Install a new feeder serving Fritzsche Army Airfield and the water wells. Extend Feeder #2 to serve programmed facilities.
- ~ Install tie circuits between Feeders #1 and #2, #2 and #4 and #5 and #6.
- ~ Require PG&E to increase the capacity of its service.
- ~ Modify setpoints on well pump controls so that the pumps cycle less frequently and within manufacturers' guidelines.
- ~ Transfer well pumps to the new feeder, thereby eliminating large load swings on Feeder #3.
- ~ Have the Main Substation cleaned and the relays calibrated on a yearly basis. Set relays in accordance with Tables D-1 and D-2 (See Appendix D). Provide new instantaneous trip units for:

<u>Phase Relays</u>	<u>Ground Relays</u>
Feeder #1	Feeder #1
Feeder #2	Feeder #2
Feeder #3	Feeder #3
Feeder #4	Feeder #4
Feeder #5	Feeder #5
Feeder #6	Feeder #6
	Feeder #8

- ~ Adjust Feeder #1 reclosers and sectionalizers settings in accordance with the recommendations given in Section D.3.

The engineering and budget estimate costs associated with the above recommendations can be found in the Primary Electrical Relay Coordination and Recommendations Study (PN 923B).

ANNEX E

EDUCATION



E

Education Advisory Group

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Education Advisory Group

**Report to the Fort Ord Task Force
April 15, 1992**

EXECUTIVE SUMMARY

The partial closure of Ft. Ord represents a challenge and an opportunity. To the thousands of persons who depend on the Fort's expenditures for their livelihood, the closure represents an alarming threat. To the organizations serving its community, the closure represents a major change. To those who envision alternative uses for Ft. Ord, it represents an opportunity to assist the people and governments of Monterey Bay. This proposal is based upon a *do-able* cooperative plan which, under the right circumstances, can be implemented by 1995. We believe that the adoption of the major concepts and examples would significantly increase the prospects of a successful conversion.

Among the 135 proposals evaluated by the Task Force's seven Advisory Groups were a preponderance of ideas revolving around educational endeavors. Thus, the Education Advisory Group did not discuss at any great length the possibility that a reuse strategy and subsequent reuse plans could be developed without including an "educational option". It was obvious that we should focus instead on developing as broad-based an educational proposal as possible within the prevalent infrastructure and other land use constraints. Our discussion of alternatives quickly focused on which educational based projects to include under the umbrella of the Monterey Bay, Science and Technology (M-BEST) proposal described later in this section of the strategy report.

Impact of the Ft. Ord Downsizing

The Monterey Peninsula Unified School District will experience the largest K-12 impact from the downsizing of Ft. Ord. MPUSD stands to lose one-third of its students and staff roughly 5000 of 15,000 students and 600 of 1,800 employees. MPUSD has four elementary schools and one middle school on the post. There are two elementary schools in Marina that have more than half of their students from military families. Seaside High School also has a predominantly military student body. Although loss of state funding for schools will be somewhat proportional to the loss of ADA, the district will not be able to cover those losses entirely through cuts because of fixed-cost services and mandated programs. The loss in federal funds will not be recovered, even if an equal number of civilian

students replace the military students who will have left. Total financial losses to the district will be around \$23,000,000. In addition, the school buildings on post, which were built with school district funds, are sitting on land that is not currently owned by the school district.

Monterey County Office of Education projects a total county-wide loss of 5,450 students of a (MCOE) total K-12 attendance of 59,188 in 25 districts. Of those 25 districts, only seven project a loss, with MPUSD accounting for 92 percent of the loss. MCOE-run programs that will be affected include the A-V Media Program, the A-V Equipment and Repair Program and the Curriculum and Staff Development Program amounting to a loss of \$109,000. An MCOE Special Education program at Gladys Stone School and the Headstart Program on post are likely to incur a loss of enrollment amounting to approximately \$50,000 in income.

Carmel Unified School District, North Monterey County Unified School District and Pacific Grove Unified School District indicate a relatively small loss in enrollment based on military families. Secondary impact in the civilian community is hard to predict. There is some concern that intra-district transfers might be rescinded and/or handled differently, causing an enrollment change.

Monterey Peninsula College anticipates a significant loss of students and associated income. Of the projected first year's \$1,500,000 drop in income, \$900,000 could be covered by cuts, leaving a net loss of \$600,000. MPC offers a comprehensive set of courses in eight-week cycles at its Ft. Ord campus. At least a third of the students enrolling there are not military-related, but attend there because of the convenience of the location. MPC's Medical Careers programs have been dependent upon a partnership with Ft. Ord Hospital. MPC is concerned that the secondary impact on civilian businesses will also cause a reduction in enrollments from the civilian community, causing declining enrollments at both the Ft. Ord and Main Campus.

Golden Gate University projects a loss of 20 percent of its student body. It plans to close its Ft. Ord office, terminate its Systems Management Degree Program and terminate one employee. Chapman University expects the impact to be negligible. Despite the fact that Chapman's extension campuses are located at the sites of military installations, the local campus is serving a largely civilian student population.

The long range impact on K-12 schools will be dependent largely on the proportion of, and the location

of post property that is converted to residential use. The demographics of those residential communities will also have an effect on the types of educational programs that will need to be developed.

Local colleges will be impacted by the degree which post property is used for the development of new post-secondary institutions. Without collaborative planning, the impact could be the creation of a competition between new and existing colleges/universities for the same students. As ideas for non-residential student programs are developed for the new Ft. Ord facility, care must be taken to coordinate these activities with other local institutions and the private sector. If local businesses are affected, this could have a secondary effect on enrollments at both the K-12 and college level.

In many ways, the reutilization of Ft. Ord properties could have a much greater impact on local educational institutions than will the downsizing of the post. For this reason, the Ft. Ord Task Force and its Advisory Groups may need to continue functioning well beyond the time of the movement of troops to Ft. Lewis.

Requests For Assistance For Local Educational Institutions

1. That the property under Ft. Ord Schools be placed on a "quit claim" status with the school district which operates and built the schools on those sites (MPUSD).

Hayes Elementary
Marshall Elementary
Stilwell School
Patton Elementary (including Gladys Stone Special Education School)
Fitch Middle School
2. That the property between Seaside High School and Hayes Elementary be included in the "quit claim" agreement to consolidate an area which could be used for a more comprehensive facility.
3. That the 13 acre site on the post near Reservation Road off Bunker Hill Dr. that had been set aside for a future school campus be placed on "quit claim" status for MPUSD to build a school for the residents of housing which has been built in that area.
4. That the Child Center site and facility on 12th Street near Patton School be included in the MPUSD "quit claim" agreement.

5. That any proposals for residential reutilization of Ft. Ord properties from any civic entity not be deemed acceptable unless they include provision for land to be set aside for necessary and appropriate school campus sites.
6. That the following requests be honored in cases where the facilities named meet Field Act and other State Code requirements and are in good enough shape to be used without costly remodeling or repair:
 - That any properties, facilities, and/or equipment to be left behind that could be used for vocational education purposes be conveyed to the Mission Trails ROP, Monterey Peninsula College or other appropriate educational institutions.
 - That athletic facilities on post be conveyed for joint use by local educational institutions.
 - That performing arts facilities be conveyed for joint use by local educational institutions.
 - That library facilities on post be conveyed for joint use by local educational institutions.
7. That legislation or waivers be developed to modify caps on Community College, ROP and Adult education enrollments so that vocational retraining courses can be offered for the large number of employees who will be laid off as a result of the post downsizing.
8. That help be provided for MPC to build a partnership with another hospital if Ft. Ord Hospital is no longer available to help with their medical careers programs.
9. That districts and institutions receive help to persuade the federal government to withdraw PL 874 funding on a phaseout basis.
10. That the Military Operations & Urban Training (MOUT) facility, the ranges, the impact area and several East Garrison facilities be conveyed for an Administration of Justice Program for police and F.B.I. to be administered by Monterey Peninsula College, provided MPC will not then be

financially responsible for the eventual cleanup of these areas when they are no longer used for such purposes.

11. That facilities be found for MPC's lower division general education programs currently housed in the Army's non-Field Act buildings, perhaps through a joint use agreement with MPUSD.
12. That the possibility of a joint use agreement be explored with San Jose State University for a demonstration school to be operated using an MPUSD site.
13. That the above recommendation be reviewed and modified to account for changes in the military enclave.

STRATEGY REPORT

MONTEREY BAY EDUCATION SCIENCE AND TECHNOLOGY

Strength on Strength

Advisory Group Proposal:

Establish a **Research Center or Park** which will encompass: (1) a campus of the California State University System; (2) a multicampus educational center which builds on the CSU proposal; (3) a UC @ Santa Cruz research enterprise; and (4) research firms and institutions, and commercial enterprises which build upon the educational, scientific, and research resources of the proposed Research Center or Park. [1,2,3]

[1] **A Proposal for the Acquisition of A Part of Ft. Ord by San Jose State University**, This area is the "Language Center of the Nation." 14 November 1991, presented to the Subcommittee by Roberto Haro, Director of the Monterey County Campus of San Jose State University, and updated in February 1992.

[2] Described in broad terms to the Governmental Task Force and in a letter from UCSC Chancellor Karl Pister to Congressman Leon Panetta, March 13, 1992.

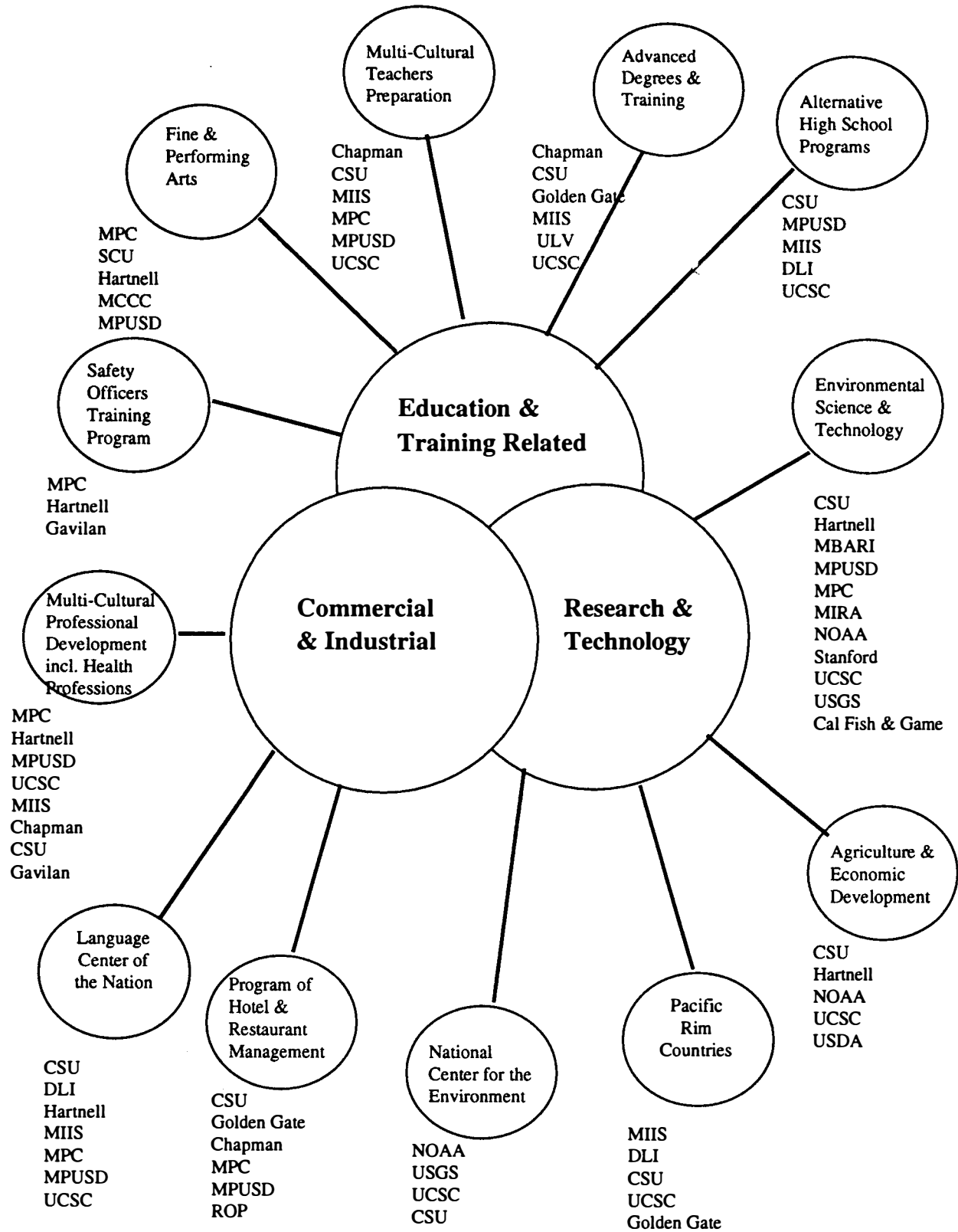
[3] The satellite campus operates as the Monterey County branch of San Jose State University which provides resources for planning and staffing of the satellite. By the time the new campus grows to 5,000 students, a new name can be secured (such as Monterey Bay State University) and the campus would operate as a full member of the CSU system.

Summary:

Using the proposal of the California State University (CSU) system for a campus at Ft. Ord, the Alternative Uses Subcommittee of the Education Advisory Group of the Ft. Ord Task Force proposes that the Task Force adopt as ONE proposed alternative use, the Monterey Bay Education, Science & Technology (M-BEST) proposal. The M-BEST is a proposal to benefit the entire Monterey Bay area by drawing on the strengths of its people, its institutions, and its physical geography. It is a multifaceted proposal for the use of a portion of Ft. Ord to provide employment, education & training, research & development, and commerce. The M-BEST builds upon the proposal for a CSU campus[3] and groups together other functions which focus on common goals—those of education and technology. The M-BEST proposal builds upon existing scientific, educational, and economic strengths and most can be in place by 1995 when Ft. Ord is vacated. Four major assets exist in the Monterey Bay area today:

1. This area is the "Language Center of the Nation".
2. The Bay itself, and those that study it or use it in studies, constitute a major educational and research enterprise.
3. There exists an excellent infrastructure of utilities, services, and educational institutions.
4. Agricultural and tourism industries are the largest income producing industries in Monterey County and constitute major portions of revenue in Santa Cruz County.

The proposal's foundation is the principle of **"Adding Strength to Strength"**.



Elements of the M-BEST Park		
<u>Activity (Examples)</u>	<u>Potential Participants</u>	<u>Comments</u>
Language Center of the Nation (including International Studies)	CSU, DLI, Hartnell, MIIS, MPC, MPUSD, UCSC	Builds upon the largest concentration of postsecondary language instruction of any area in the United States — estimated to exceed 10% of all such instruction.
Environmental Science & Technology Center	CSU, Cal Fish & Game, Hartnell, MBARI, MPUSD, MPC, MIRA, NOAA, Stanford, UCSC, USGS	Both science and tourism can be served by this emphasis, while the local economy will be the beneficiary.
Advanced Degree & Training Programs	Chapman, CSU, Golden Gate, MIIS, ULV, UCSC	A multi-campus center drawing on the facilities of the M-BEST could fulfill important local educational needs and serve as the basis for attracting new firms to the area.
Alternative High School Program	CSU, MPUSD, MIIS, DLI, UCSC	Various programs on the base could be used for continuing high school education of older students who are working or for school-aged students who seek an alternative setting. CSU's educational programs, along with those of others in the multi-campus center, would provide educational experience and training for students, and for teachers.
Safety Officers Training Programs	MPC, Hartnell, Gavilan	Part of the existing facilities are ideal for training police and fire personnel, search and rescue teams, etc. P.O.S.T. Programs would use these facilities. Coordinate use with possible FBI facilities.
Multi-Cultural Teacher Preparation	Chapman, CSU, MIIS, MPC, MPUSD, UCSC	Bi- and Multi-lingual professionals in education will be increasingly in demand.

Elements of the M-BEST Park		
<u>Activity (Examples)</u>	<u>Potential Participants</u>	<u>Comments</u>
Health Professions	CSU, Hartnell, MPC	Existing and proposed health professions programs are made possible by retention of the Clinic/Hospital at Fort Ord.
Fine and Performing Arts	CSU, Hartnell, MPC, MCCC, MPUSD	The interest of the people of the Monterey Peninsula in a strong performing arts community and services is well established. This emphasis, coupled with new community facilities will serve tourism needs as well as permanent resident needs.
Multi-Cultural Professional Development: medical, legal, social, hospitality, police	Chapman, CSU, Gavilan, Hartnell, MIIS, MPC	There is a continuing need for training in the cultures and languages of our changing population. Certification requirements of professionals would be met in this setting.
Center for the Study of Pacific Rim Countries	MIIS, DLI, CSU, UCSC, Golden Gate	Establishment of a multi-cultural center where the interdependence of the various countries can be examined relative to the resources of the Monterey Bay — including agriculture, changing patterns of immigration and cultures, environmental information and decision-making in a regional context, etc.
Program of Hotel & Restaurant Management	CSU, Golden Gate, Chapman, MPC, MPUSD, ROP	Tourists spent nearly \$1.2 billion in Monterey County in 1989. An educational program which responds to the requirements of this industry is needed.

Elements of the M-BEST Park		
<u>Activity (Examples)</u>	<u>Potential Participants</u>	<u>Comments</u>
Agricultural Research & Applications	CSU, Hartnell, UCSC, NOAA	Sustainable and environmentally appropriate agriculture would be examined with special focus on the interests of NOAA and others on weather (long term) and its influence on the practices and planning for agriculture.

Principles: The guiding concepts of the proposal are:

1. Strengthen the local Monterey Bay (Monterey and Santa Cruz Counties) economy.
2. Provide jobs for the local residents.
3. Recognize that almost all long-term economic activity requires a strong educational community.[4]
4. Develop future strengths in research.
5. Meet the needs of the community and State for advanced education.
6. Focus on environmental, marine, and education research and programs of instruction.
7. Examine programs which can begin immediately-coinciding with the Army's (Seventh Division's) departure.
8. Utilize the existing strengths of local educational and scientific institutions and industry (tourism and agriculture.) As strong and well established activities, these two mainstays must be served, but will also serve to build recognition and establish demand.
9. Think long term and regionally.

Introductory Statement:

The departure of the Seventh Division from Ft. Ord is projected to remove from the local economy \$347.2 million in Ft. Ord active duty and civilian employee salary income, \$56 million in local contract purchases, economic activity in primary and secondary effects (\$330 million of a \$660 million total) and leave a substantial portion of Ft. Ord's built-up acres (6,000) vacant. Alternative uses which will sustain the present level of economic activity are nonexistent, but imaginative approaches to replacing some or most of that activity must be found. The

[4] Some extractive activities (oil, mining, timber, and the like) do not require a strong educational component; but agriculture, manufacturing and service activities require education for their long-term well being. Educational courses should include programs to reinforce the Seaside proposal for a Defense Finance and Accounting Center and the skills required for nonresearch-oriented business.

Educational Alternatives Subcommittee has discussed that any long-term changes must be built upon sustainable programs, and that sustainable programs are ones which are forward, future-looking programs. Education and research are prime among such endeavors. The education environment in the South Monterey Bay area includes four private graduate degree programs (Chapman University, Golden Gate University, University of LaVerne, and Monterey Institute of International Studies), two federal institutions (The Defense Language Institute and Naval Postgraduate School), two Community Colleges (Hartnell College and Monterey Peninsula Community College), and several job training programs. The public schools directly influenced by the base closure include four elementary schools, one middle school owned by the local district on federal land, and one high school. Most of these educational institutions will be negatively affected by the closure of the base.

Principles:

In order to focus the discussion, the Subcommittee has identified considerations for the alternatives:

1. **Build upon the strengths of the Monterey Bay area.** The special qualities and strength of this area include its marine/aquatic setting, environmental quality, international recognition, and tourism. In particular, the Monterey Bay itself is a major resource. Distinctive geologic formations and marine life in the bay are joined by surface research programs of the Monterey Bay Aquarium Research Institute (MBARI), U.C. @ Santa Cruz (UCSC), National Oceanic and Atmospheric Administration (NOAA), the U.S. Naval Postgraduate School, Stanford University's Hopkins Marine Station, the C.S.U. Moss Landing Marine Laboratory, the California Fish and Game Department and the U.S. Geological Survey (USGS). These resources constitute major building blocks, and the twelve institutions employ over 1,000 south bay people, expend \$50 million annually, and all plan to continue to grow.[5] They can form the basis for expansion of employment by other, related firms and activities.

The Defense Language Institute, the Monterey Institute of International Studies, and other higher educational institutions provide over 10% of all the

[5] Source: Bill Schramm, NOAA, at the Subcommittee's October 30, 1991 meeting.

postsecondary language study in the United States.[6] The physical location on the Pacific Rim and the presence in the Monterey Bay area of large numbers of Spanish and Asian language speakers provides a strong base for building further recognition of language study. The growth of "internationalism" will require the development of this strength. The international reputation of and tourism to the Monterey Bay can be the basis for building a program which imports resources from outside the area. (The economic well being of the area is going to be determined in large part by its ability to attract resources from outside the region.)[7]

2. **Build upon existing structures/organizations.** We already have a strong research infrastructure, educational and marine research network of organizations. Further, a cooperative environment exists which allows political agendas to be set aside while the reconstitution of Ft. Ord takes place. One singularly significant existing organization is the California State University satellite campus of San Jose State University (SJS) which proposes to relocate from rented space in Salinas to a 1,000 acre site at Ft. Ord. The SJS plan allows a ramping-up of their educational program while the Army ramps down, although the Army's departure will exceed the SJS rate of growth.
3. **Build upon existing momentum.** Many activities are underway upon which more can be built. Cooperation among the several Monterey Bay agencies has reached new levels. These include the MBARI, cooperation among educational and research organizations, NOAA's, USGS, etc. The designation of Monterey Bay as a Marine Sanctuary and the creation of a Fish and Game Oil Spill animal recovery site in this area further emphasize and sustain the special qualities of this area.
4. **Emphasize doable options.** The human mind can envision almost anything. The alternatives must, however, be doable. They must be amenable to

[6] Attributed to Ray Clifford of Defense Language Institute as a result of his studies of 'time spent on task' in postsecondary language instruction.

[7] Education, research, and tourism are well known for their economic importance. Relative to other alternatives, they place relatively less strain on the local resources of water, sewer, transportation, housing, etc. Further, higher education and tourism complement each other in a local economy since one's activity peaks when the other is lower in activity.

phasing, and they must be acceptable to the local community. Clean, healthy, positive programs of education and research are among those which can provide local, state, national, and international activities in a relatively short period of time.

5. **Emphasize cooperation rather than competition.** This obvious point must be stated over and over. Congressman Leon Panetta has stressed the importance of consensus in building solutions for Ft. Ord. The local and state governments, the state and the federal government, and the federal agencies and the Defense Department must each search for commonalities rather than differences if the economic effects on the local and state economy are to be minimized. Cooperation of local educational institutions is among the requirements for success.

6. **Utilize the strengths of the local economy.** Agriculture and tourism are dominant industries in Monterey and Santa Cruz Counties. Marine-related industry is emerging in importance.

7. **Seek a wide range of options—keep an open mind.**

Emerging Concepts:

Several ideas are so strong they provide possible solutions to mitigating the negative impacts of the downsizing. These include a research center/research park, an environmental science and technology center, a State University campus and a major extension center for language training.

1. **Research, Science, and Technology:** Bill Schramm, Director of the Center for Ocean Analysis and Prediction of NOAA has described to the Subcommittee both the character of the Bay and the newly established cooperation among research groups which use the Bay. He noted the possibility that these organizations might:

- ~ Develop an Environmental Science Education and Technology Research Center.
- ~ Establish a National Center for the Environment.
- ~ Develop an International/Pacific Rim Center for technology transfer to individuals and governments in the third world.
- ~ Develop activities which will serve as a magnet for other activities which attract outside resources. These include a Conference Center, summer camps, and Elderhostel.

The formation of these programs will be assisted by projected growth in MBARI's four-fold growth pro-

jection, Stanford's larger presence which will be marked by expansion of oceanographic activity, considerations by NOAA of expanded activity, a possible Fleet & Oceanographic Center for the Navy, a National Institute of the Environment, etc. NOAA efforts may be accompanied by a **Prospectus for Monterey Bay**, emphasizing oceanographic, data management, fisheries research, and oil damage activities focused in this area.

2. **California State University:** Most concrete of the proposals is one presented by Roberto Haro, Director of the Monterey Bay Campus of San Jose State University. This proposal has most recently been reviewed by the Trustees of the California State University System and a detailed academic plan is under development. Initial elements of the program include: designation of 1,000 acres of land with associated buildings and suitable housing for a residential campus of approximately 3,000 students in upper division and graduate-level programs by 1994, growing ultimately to 25,000 fulltime equivalent students.
 - a. The SJS plan focuses on a strong science program with ecological concerns. Initial programs would include Meteorology, Aviation, and Science. The Aviation program could use the Ft. Ord, Monterey, Salinas and Watsonville airports. The science program would use the Elkhorn preserve and marine environments of the Bay. Specialized facilities for child care and demonstration schools will allow development of strong programs in education. Science based elementary and bilingual education programs may be able to secure funding from the National Science Foundation.
 - b. The residential nature of the campus may attract more students of the single-parent, working type. Children of the campus' students could be part of the demonstration projects.
 - c. Initiatives in International Education in partnership with the Defense Language Institute and the Monterey Institute of International Studies will be joined by education and political science departments.
 - d. An initiative in performing arts with a stage focus will assist the community with tourism while providing a suitable performance environment.

Intensive Language Study

The Monterey Institute of International Studies and UCSC both envision an immediate need for intensive language study which cannot be provided at their present facilities. MIIS proposes intensive language instruction for periods of several months at a time. UCSC proposes English as a Second Language courses for students from abroad who are seeking sites for several-month to one-year visits to the United States to learn English.

The identification of this area as the *Language Capital of the Nation* will enhance programs of this sort and make them more attractive. They can be begun as soon as facilities are available.

Special Considerations

A proposal of this sort involves many institutions and requires a great degree of cooperation and coordination. These elements are added to the usual problems of change to form the Special Considerations of this proposal. The Special Considerations which will influence this proposal include the items described on the next page.

Special Considerations for The Proposal		
Item	Comment	Needs
Governance and coordination	Many entities (governments and organizations) are involved in this proposal which represents more problems than a single organization might.	A <i>lead organization</i> is required to manage the coordination of the different parts and to provide the dissemination of information.
Money Sources	Primary reliance on organizations which have public funds as their primary source.	Develop additional participants and more diverse financial resources.
Local Politics	Many local jurisdictions with varying aims and objectives for the area make solutions more complex.	Inform and involve local governments — including those participating on the Task Force — how the proposal will benefit their interests.
Process argues against cooperation	Most of the agencies and institutions which are proposed to participate have a history of competition rather than of cooperation.	1) Develop a cooperative model, and 2) emphasize that success requires cooperation if Sacramento and Washington are likely to provide resources.
Approval Process (institutions)	Many different governing boards complicates any approval issues.	Keep governing boards up to date and information on progress current.
Lack of process	This is a <i>wilderness</i> for most agencies, governments, and individuals.	Maintain open lines of communication, provide an “information office.”
Recruitment of other groups is required (buy in)	Many potential organizations are not represented on the Task Force and may not know of the opportunity represented by the base closure; or may be precluded from specific participation until invited.	Designate a <i>lead organization</i> for each element of the proposal.

Special Considerations for The Proposal

<u>Item</u>	<u>Comment</u>	<u>Needs</u>
Multi-use constraint (military/civilian)	The continued use of Fort Ord by the remaining military staff in the Monterey Bay area may complicate the potential uses.	Develop shared use guidelines.
Logistics of troops moving out	Unless it is specifically coordinated, some of the facilities vacated by the Army could be left vacant for some time and be unmaintained, as a result.	Transition coordination and maintenance continuation are required elements of the closure. Secure the services of the California Conservation Corps as one possible maintenance source.
Deteriorating economy	The character of the economy in 1991-92 is not strong... for either the Federal Government or the State of California.	A proposal which is effective in improving the economy of Monterey Bay area will have a positive effect on the State of California's economy, but diversity of fund sources is likely to be the most effective tool for success.
Environmental and infrastructure use	Educational uses, generally, use fewer resources such as water, sewer, transportation, etc. than labor intensive uses.	Do an environmental statement.

RECOMMENDATIONS:

There are few if any models for the cooperative use of resources as those proposed here; but if the cooperation can be achieved, the strength of the union will be greater than any one or small group of institutions can achieve without that cooperation.[8] The Education Task Force, therefore, proposes the following general recommendations:

1. **Governance:** In concert with and responsive to local government establish a form of governance such as a so-called "Joint Powers Agreement" for the development of the options explored here. Lead agencies might include: CSU for the educational facilities, and UCSC for the research & technology center.

[8] A recent example of such cooperation was realized by the award of a five-year \$4.5 million research grant to a cooperating group of Monterey Bay agencies by the Office of Naval Research. The reviewers of the proposal indicated that the proposal by UCSC, MBARI, NOAA, and Naval Postgraduate School consolidated strengths which no one university or research institute could achieve.

2. **Funding for Innovation:** Seek and obtain funding from granting agencies for innovative and cooperative programs. This funding may be available for: 1) innovative combinations of public and private higher educational institutions, 2) development of research and technology facilities, and 3) funding for innovative methods for delivery of language instruction.
3. **Educational Conference Center:** Determine how to support a conference center as a part of the public/private facilities which will be used by this project and as a magnet for national and international programs. Develop for cooperative or possible private funding a plan for assuring suitable visitor-serving facilities.
4. **Specialized Schools:** Develop proposals for "magnet" schools which would include resources 1) to draw upon the large population of persons who speak other than English, 2) to provide enriched educational programs to attract the families of new industry to the area, 3) to strengthen the education of the lower one-third of our students upon whom the economic competitiveness of our country is significantly dependent, 4) to develop a model school program that CSU would use as a learning and experimental laboratory, and 5) for second-language programs for English-speaking students.

The Basic Concept: Build on a CSU Campus

A four year full-service California State University (CSU) campus will be the mainstay of a long term higher educational presence on the Monterey Peninsula. A coalition of institutions and agencies will supplement the development through the use of a common higher-education center. A conference center, a research and technology center, and related ventures like a regional performing arts center provide other related and strengthening activities. No one institution has the resources necessary to utilize the existing facilities at Ft. Ord to their optimal potential, but together, they can make immediate and effective use over both the short and longer term.

With the above in mind, the Task Force proposes to pursue two strategies for developing a higher educational presence at Ft. Ord. Considerable latitude must be given to San Jose State for planning and development of a full-service CSU campus at this site. San Jose State will carry out its mission consistent with the established policies and procedures stipulated by the CSU Trustees. San Jose State will provide appropriate mechanisms for the

development of cooperative facilities with other higher educational institutions, and will provide an ongoing process for input from local and regional groups.

On the topic of shared resources, a collegial model seems most appropriate. This would apply to the research and technology center, the higher educational center, the conference center, and other cooperative ventures. The establishment of a research and technology center, for example, would lead to close collaboration with groups such as NOAA and the U.S. Geological Survey, will require a suitable method for insuring participation by institutional members to agree on planning, space utilization, and matching of any revenues with expenses. Finally, a broad representation of institutions within such a configuration will allow resources to be pooled, and new facilities to be shared at the campus higher educational center and at the research and technology center.

Coordination of Programs

Due to the timetable established by the Department of Defense (DoD) for the distribution of Ft. Ord surplus properties it will be necessary for Federal and State agencies interested in participating in the Ft. Ord reuse to develop plans and, in some cases, submit requests to DoD prior to the approval of the final Task Force Master Plan. It is essential, therefore, that the coordination for the multi-institutional programs that are most likely to be incorporated in the Master Plan.

The Education Advisory Group recommends the following four multi-institutional programs to the Task Force:

1. Language Center - CSU and MIIS will jointly assume the responsibility for coordinating the planning for the language programs at Ft. Ord. (Including, as participants, Defense Language Institute and the U.C. @ Santa Cruz.[9])
2. Environmental Science and Technology Research Center - UCSC will assume the responsibility for coordinating the planning for this center and will work with NOAA, CF&G and other potential governmental and private sector participants. The Environmental Science Coordinating Committee, which represents all the involved institutions in the Monterey Bay area, has endorsed this role for UCSC. (Coordinating

[9] The Defense Language Institute currently plans to have one of its eight "colleges" on the Ft. Ord Site. UCSC's English Language program for foreign students would benefit from a year-round site and is ready to commit funds to appropriate studies.

closely with CSU in order to assure the most appropriate location for science and technology facilities.[10])

3. Performing Arts Center- CSU will coordinate the planning for the multi-institutional performing arts center.
4. Safety Officers Training Program - MPC is prepared to coordinate the planning for this program and should work closely with the FBI and other agencies.

There may be other multi-institutional programs recommended to the Task Force in the future, but it is important that planning for these programs, which we are confident will be part of the ultimate Master Plan, proceeds under the leadership of the above named institutions. The responsibilities of the lead institutions will include the recruitment of potential participants, planning for governance and administration, defining requirements for buildings and land, planning of shared facilities and fund raising. It is recommended further that the lead organizations report to the Task Force or its successors through the Education Advisory Committee.

[10] The arrangements of the proposed CSU campus and the research and technology center should allow for the greatest interaction among science and technology activities- unimpeded by intermediate activities such as dormitories.

FOLLOW-ON REQUIREMENTS

1. As the mainstay of the cooperative proposal, San Jose State should lead in describing its needs to accomplish the recommended program.
2. The several coordinating units (CSU, MIIS, MPC, NOAA, and UCSC) should gather to determine how the land requests are being developed to assure the most effective request to DoD.
3. The coordinating units should assure they are properly coordinated with the local government-municipalities and County.
4. Establish a community advisory committee to assist with the implementation.

A STRATEGY FOR JOB TRAINING, JOB DEVELOPMENT, JOB PLACEMENT, AND SMALL BUSINESS ASSISTANCE

An assessment of available data indicates, as expected, that the downsizing of Fort Ord will heavily impact the job market and the business community of this area. This Advisory Group has been charged with proposing a strategy that will mitigate this impact to the greatest extent possible. With this charge in mind, the committee has attempted to: 1) verify the assumptions made concerning this impact; 2) identify the monetary and program resources available; 3) identify possible sources of new funding; and, 4) propose a strategy that will lead to the implementation of a program that will best meet the identified needs.

Due to time constraints, we must proceed to develop jobs programs and plans for small business assistance with resources and funding currently available. However, every possible avenue for additional funding should be investigated and vigorously pursued. (See "Pursuit of Funding") To implement this strategy, removal of "caps" on funding of local educational institutions and the extension of Title III National Reserve Grants for Defense Impacted Workers beyond 1994 are needed and are being sought by Assemblyman Farr and Rep. Panetta respectively.

COORDINATION is the key word in getting the maximum benefit from programs and monies currently available. Coordination of state and federally funded jobs programs is needed to avoid duplication of effort and to provide for: quick and easy access to services; "tailoring of programs" to individual needs; "dove-tailing" of services offered; and efficient use of personnel, materials, and equipment.

Immediately following the downsizing of Ft. Ord, the period of high economic impact, insufficient jobs will be available to absorb the displaced workforce. Workers should be apprised of opportunities to relocate. (These opportunities, too, may be limited depending upon the general state of the national economy.)

PROPOSAL

That an "Opportunity Center" for displaced workers and impacted small business persons be established to make available at a centralized location the broad spectrum of information and services needed pertaining to job opportunities, job training, placement, relocation opportunities, support services such as unemployment benefits and welfare, and small business assistance. Supervision of this center would be the responsibility of a single coordinator of all jobs programs state or federally funded. The coordinator would be employed by and directly responsible to a Steering Committee comprised of representatives of participating agencies and institutions. It is recommended that this center be operated through all three phases of the Ft. Ord Reuse Plan - short term, transition, and long term - for purposes of providing jobs programs preparatory for each succeeding phase. A Satellite Center may be necessary in Salinas.

OBJECTIVES

To identify all education related impacts and issues resulting from the closure of Ft. Ord.

1. To develop a proposed strategy for job training (vocational and educational), job development, and job placement that will mitigate the impact upon workers who are displaced as a consequence of the downsizing of Ft. Ord. Major impact is anticipated in late 1993 and early 1994 concurrent with the scheduled final withdrawal of the 7th Light Infantry Division from Ft. Ord.
2. To promote opportunities for a smooth transition from military uses of Ft. Ord to civilian uses. To reduce the economic trauma to the community

that is anticipated by businesses, workers, and elected officials.

3. To create opportunities for utilization and development of higher skills in a more diversified and expanded employment base.
4. To provide for the upgrading of the existing local workforce, enabling that workforce to be capable of operating within today's complex and increasingly technical work environment" (See the "Policies" listing in the report from the Economic Development Advisory Group).
5. To ensure the availability of a workforce capable of providing the vocational, technical, and advanced level educational skills that will attract the institutions and businesses necessary to the economic development of this area. "Economic development does not occur in a vacuum, but requires nurturing." (See Policies, Economic Development Advisory Group).
6. To mitigate the effect of the downsizing of Ft. Ord on the small businesses of this area by providing relevant information.

ORGANIZATION

Composition of Subcommittee

The following members of Education Advisory Group were assigned to the job training, job development, job placement and small business assistance segment of the study: Vince Bradley, Erwin Kruse, Perry Pearson, Ruth Vreeland, Mez Benton, Glynn Wood, Mary Lou Stutzman, Joan Condon, and Carolyn Hubbard.

In order to obtain background information necessary to the proposal of a strategy, the above group was divided into three sub-committees which were assigned the following tasks:

1. Assess the anticipated need for job training, job development, and job placement needs that will exist due to the downsizing of Ft. Ord.
2. Identify funding sources which will be available for proposed job training, job development, and job placement programs.
3. Identify existing resources for providing job training, job development, and job placement programs.

The three sub-committees met in small groups as needed; they reported once monthly to each other and to the entire Education Advisory Group. Time was allotted during the monthly meetings of the Education Advisory Group for these sub-committees to meet and plan together.

IDENTIFYING EXISTING JOB TRAINING, JOB DEVELOPMENT, AND JOB PLACEMENT PROGRAMS

This sub-committee was chaired by Mary Lou Stutzman. Its objective was to acquaint members with a representative sample of programs currently available within the County, and to assess: their offerings, their funding, and the applicability of their programs to the need that will exist at the time of the downsizing of Ft. Ord.

The following programs were selected for the above sampling. Representatives from each of the following businesses, agencies, or institutions were interviewed:

- Chandler Vocational Counseling - Peggy Chandler
- Monterey Peninsula College Vocational Training Programs - David Hopkins, Phil Nash, Vince Bradley, Carl Polhammer, Marshall Chatwin
- Employment Development Department - Sue Woodburn, Monterey; Arlyn Mayes, Salinas
- Regional Occupation Program, MPUSD - Wayne McDaniel
- Regional Occupation Program, Salinas - Gordon Ray
- Army Career and Alumni Program - Tom Rogers
- Private Industry Council, Monterey County - Robert Pugmire

It was felt that the above mentioned members were representative of the services currently available in this area. (See Appendix E-1 for a more complete list.)

IDENTIFYING EXISTING FUNDING

Sources of Information

Office of Representative Leon Panetta, Washington, D.C., Private Industry Council, Monterey County; Judy Mohr, National Representative, American Federation of Government Employees; Dr. David Hopkins, President, Monterey Peninsula College; Employment Development Department, Monterey California; Assemblyman Sam Farr,

28th State Assembly District; Regional Occupation Program,
MPUSD

ASSESSING ANTICIPATED NEED FOR JOB TRAINING, JOB
DEVELOPMENT, JOB PLACEMENT PROGRAMS

A survey of 3,000 employers in Monterey County was conducted to determine: anticipated number of job vacancies, types of jobs to be eliminated, qualifications and requirements for jobs to be refilled and newly created jobs, basic skill needs for job placement, etc. (See Appendix E-2, Employment Impact Survey Ft. Ord Downsizing)

The 100 employers with the largest numbers of employees in the County were contacted individually by volunteers to determine whether they needed assistance in completing the survey form. An appointment was also made with these employers for the volunteer to pick up the completed form. Volunteer services were provided by: American Association of University Women, Monterey Peninsula Branch; League of Women Voters of the Monterey Peninsula; League of Women Voters, Salinas; Monterey Peninsula College; ELM of Salinas; and Golden Gate University, Monterey.

The proposed strategy for a job training, job development, job placement program as well as some assistance to small businesses was proposed to the Education Advisory Group by those subcommittee members listed above. Following review, these recommendations were accepted by the Education Advisory Group.

ASSUMPTIONS

The transition to the reuse of Ft. Ord will be a lengthy process entailing at least three stages: 1) short term phase--high economic impact period in 1994 when final transfer of 7th Infantry Division (Light) is complete; 2) transition phase--remodeling of existing buildings for reutilization, new construction, development of new roads, adjustment of infrastructure etc. in preparation for new needs; 3) long term phase--implementation of reuse plan--new institutions and businesses begin actual operation and employment needs are apparent.

1. A complete job training, job development, and job placement strategy should provide for each stage of this transition.
2. All strategy proposals should be long range in

nature.

3. The downsizing of Ft. Ord will result in considerable economic trauma for this area. Even careful, thorough, and innovative planning cannot alleviate this entirely. It is, therefore, incumbent upon the Ft. Ord Task Force to assure that efforts to mitigate this impact are not only careful, thorough, and innovative but that a METHOD BE DEvised TO MONITOR THE IMPLEMENTATION OF THE STRATEGY to ascertain that plans are, indeed, being carried out, and follow-up activities are not redundant and repetitious of efforts already made.
4. Displaced jobs for workers indirectly impacted by Ft. Ord downsizing will number approximately 6,340. (See "Labor Market Impact Analysis," Appendix E-1).
5. Large businesses/corporations will have the wherewithal to make needed adjustments to the changing economic climate but small businesses will need all possible assistance in making the adjustment.
6. The impact upon the community will be such as to require total communication and cooperation between governmental units and agencies, elected officials, members of the Task Force and its Advisory Groups and the community (e.g. communication between the Advisory Groups and Assemblyman Sam Farr and Rep. Leon Panetta is essential). It will be necessary to effect some changes in state and federal legislation to obtain funding for needed job programs).
7. Most job training, job development, and job placement resources already exist and need, primarily, coordination with some increased funding to meet the increased needs.
8. Resources for dealing with employment problems of those employees DIRECTLY impacted by Ft. Ord downsizing (those employed ON the post) will exceed those provided for the INDIRECTLY impacted worker (e.g. opportunities to transfer within the civil service, and extension of currently funded Labor Department programs for this group of employees).
9. Heavy demand for information regarding a multiplicity of problems will exist from 1994 through 2000. An easily accessible, centralized

location should be selected for a center which would provide information on a wide spectrum of needs—unemployment benefits, jobs and job training, relocation opportunities, welfare, small business assistance, etc.

SUMMARY OF INFORMATION AND DATA

(See "Employment Impact Survey, Ft. Ord Downsizing", Appendix E-2)

IMPACTS IDENTIFIED

(See "Labor Market Impact Analysis", Appendix E-1.)

OPPORTUNITIES AND CONSTRAINTS IDENTIFIED

Opportunities

1. A sufficient number of job training institutions, agencies, and businesses exists to provide the needed services for impacted employees.
2. Job training institutions, agencies, and businesses have varied experience, equipment, facilities, and funding sources to provide for a wide spectrum of needs.
3. For the most part, interest and cooperation of the above groups has been excellent. Awareness of the potential problems is, generally, high with a concomitant willingness to be flexible and to entertain new approaches to job training. Community colleges have expressed willingness to offer job training courses of varied duration to accommodate varying levels of skill development and complexity.
4. Employees located in this area will have an opportunity to upgrade their work skills as demanded by today's complicated and technical work environment. Need for such adjustment could be anticipated without considering the impact of the closure of Ft. Ord.
5. Opportunity exists to coordinate current job training services in order to provide more comprehensive information and programs for new and diverse needs. This should result in more effective use of teaching personnel, equipment, and programs that are tailored to new and emerging

needs. This coordinating effort SHOULD CONTINUE through all three phases of Ft. Ord Reuse—short term (high economic impact period) transition, and long term.

6. For purposes stated above, It will be advantageous to continue through all three phases the "Opportunity Center" which is proposed for centralization of information and services.

Constraints for the Proposal

Item	Comments	Needs
Job Placement	<ul style="list-style-type: none"> * Despite a maximum effort to develop job training, job development and job placement programs that are consistent with needs as indicated by EDD, the Employment Impact Survey and information provided through SSED data, it is anticipated that, during the short term (high impact period) insufficient jobs will be available to absorb the displaced workforce in this county. * Job training equipment is underutilized due to state "cap" on funding for educational institutions. * Less than 15% of employers report vacancies to the EDD. 	<p>Workers should be apprised of opportunities to relocate.</p> <p>This will be alleviated if Assemblyman Sam Farr is successful in having "cap" lifted for transitional assistance to areas impacted by base closures and hold harmless relief provided for districts experiencing significant state apportionment loss due to such closures.</p> <p>Means must be found to accurately identify job vacancies in order to match employee and employer needs. Other educational institutions and districts should assist in placing dislocated teachers.</p>
Funding Sources	<ul style="list-style-type: none"> * Counseling services will be in high demand for proposed "Opportunity Center" during high impact period. These services, however, are not provided for through ADA funds to state educational institutions. * Funding for federal jobs programs (Title III National Reserve Grants for Defense Impacted Workers) expires in 1993. * Any increases in funding of jobs programs is expected to be modest while the number of displaced workers is likely to be high. 	<p>A change in state legislation is needed to rectify this situation.</p> <p>Congressman Panetta has expressed his intent to work on legislation to have that program funded and extended beyond 1993.</p> <p>Every possible avenue for additional funding of programs for both directly and indirectly impacted workers as well as businesses should be investigated and vigorously pursued. (See Pursuit of Funding, Page 12,</p>

Priority	<p>* High level interest in the needed development of plans for the reuse of Ft. Ord tends to distract the community, the Task Force, and perhaps eventually the local governing units responsible for implementing the strategy, from the job training, job development, job placement, and small business assistance aspects of the proposal.</p>	<p>Need for attention to these area should continue throughout the three periods-short term, transition and long term.</p>
Coordination	<p>* If implementation of the strategy is divided among governmental entities, a fragmentation of effort could occur.</p> <p>* State programs funded through ADA make little or no provision for career counseling, job development and placement.</p>	<p>Coordination of jobs and small business programs is needed to avoid duplication of effort, redundancy of programs, lack of program "tailoring" to identified needs, inefficient use of funds through duplication of effort, staffing, materials, and equipment.</p> <p>These services need to be included in their programs or coordinated with another agency such as PIC or EDD to provide them.</p>

RECOMMENDATIONS

1. Establish an Opportunity Center Steering Committee - This committee will be comprised of representatives of the following agencies and institutions that will participate in providing services through the proposed "Opportunity Center": Employment Department, Private Industry Council, Regional Occupation Programs, Community Colleges, Adult Education, Organized labor, U.S. Army, supportive service agencies such as Social Services Department and Mental Health Department, Economic Development Corporation, business services agencies, Regional Adult Education Council. Committee members should be assigned from a level of responsibility within their own agency or institution that will enable them to make decisions and commitments. This committee will be responsible for the implementation of this proposal, the monitoring of the development of the proposal, and the operation of the "Opportunity Center".

Specific Functions

1. directing the identification and pursuit of funding sources for the Opportunity Center;
2. selecting, directing, and evaluating the coordinator or director of the center;

3. reviewing and determining final committee membership;
4. directing the development of a data base of existing training/educational resources and services.

Coordinator Position

The Opportunity Center Steering Committee should establish this position to coordinate the broad spectrum of services, irrespective of funding sources, that will be needed by displaced workers and impacted small businesses in the area. Working under the direction of the Steering Committee, the responsibilities of the position would include:

1. supervising the Opportunities Center (see below)
2. collecting pertinent data
3. establishing data base and area computer network
4. determining numbers and kinds of jobs remaining during short term phase (high impact period) of the downsizing of Ft. Ord
5. seeking cooperation of all area businesses in reporting their job vacancies and needs
6. identifying prospective employers
7. serving displaced workers by:
 - ~ assessing needs for counseling, job training, and placement
 - ~ determining job skills possessed
 - ~ matching employee's job skills with existing job vacancies
 - ~ determining kinds of job training needed to fill specific vacancies
 - ~ determining which programs will provide job seeking skills
 - ~ determining which job programs can best provide needed training for identified vacancies(consider facilities, equipment, training staff, funding)

- ~ determining where funding is available to provide needed training
- ~ continuing to seek needed funding for job training, development, placement and small business programs
- ~ determining kinds of job training needed for newly emerging jobs - due to new technology, establishment of new businesses, and reuse of Ft. Ord
- ~ modifying job training programs regularly to meet changing needs of job market
- ~ appropriately placing qualified employees (those who already possess skills and those who complete job training programs) in existing and emerging positions
- ~ assuring that needed job training is provided in advance of transition phase and long term phase of Ft. Ord reuse plan.

Opportunity Center

It is apparent that the downsizing of Ft. Ord will heavily impact the economy and job market of this area. In order to mitigate this impact and provide the needed coordinated services, a one stop centrally located center should be established to provide the following kinds of services and information for those who are affected:

- ~ assessment of needs
- ~ counseling services
- ~ training in job seeking skills
- ~ job placement in accordance with existing vacancies and employee's qualifications
- ~ job training, job development, and job placement
- ~ information on relocation opportunities
- ~ information on unemployment benefits
- ~ information on welfare and other support services
- ~ small business assistance

Staffing

The Education Advisory Group expresses a word of caution. This should not be an effort that encourages or leads to "empire building." The need is for COORDINATION of EXISTING resources and to every extent possible existing resources should be utilized.

- Coordinator should be responsible to the Steering Committee (see above).
- Staffing of the Opportunity Center should be supplied, primarily, from existing programs.
- Staffing standards that are applicable to other programs such as the Employment Development Department and Private Industry Council should apply to the Opportunity Center.
- Funding for coordinator position should be sought through special funding for impacted areas, state and federal, joint funding from the impacted cities and County, or by pooling funds available through existing programs.

Location of Opportunity Center

The center should be established at a site that is centralized and easily accessible to those who are impacted. Those who are indirectly affected by the downsizing of Ft. Ord (i.e. those who do not work at Ft. Ord but whose job or businesses are impacted due to loss of patronage by Ft. Ord personnel, or who have provided services to Ft. Ord) are likely to equal in numbers those who are directly impacted (employed at Ft. Ord).

The indirectly impacted worker is not, necessarily, acquainted with the geography of Ft. Ord and consideration must be given to accessibility. Therefore, Ft. Ord is not necessarily a desirable location for this center unless statistics indicate that the greatest number of indirectly impacted employees reside in Marina and Seaside. If Ft. Ord is selected as the site for the Center, it will be important to arrange regular bus service through Monterey Salinas Transit. A need for a satellite center in Salinas may be indicated.

An alternative site and certainly one central to much of the Monterey Peninsula would be Del Monte School where the Regional Occupation Program for MPUSD is located.

Duration of Opportunity Center Operation

Because retaining and creating jobs will be a primary concern throughout all three phases of the reuse of Ft. Ord—short term, transition, and long term—we recommend that the Opportunity Center continue to function well into the long term phase. This will provide for jobs programs that are modified regularly to meet what will surely be changing demands of the job market. Hence, training during the short term phase would provide for needed skills emerging in the transition phase (preparation of the post for reuse—infrastructure, etc.—estimated by some to be five to seven years) while training during the transition phase would provide for skills needed as the long term use of the post develops.

Pursuit of Funding

The following increases in funding are considered essential to meet the needs of the most modest program proposal:

1. Support and promote Assemblyman Sam Farr's proposed legislation to remove "cap" limitations on state educational institutions for transitional assistance to areas impacted by base closures and "hold harmless" relief for districts experiencing significant state apportionment loss due to base closure.
2. Support and promote Congressman Panetta's efforts to get additional funding for an extension of Job Training Partnership Act: Title III National Reserve Grants for Defense Impacted Workers with funds available for obligation beyond 1994.
3. Seek through state legislation ADA support for Community College Counselors needed to provide counseling at Opportunity Center.
4. Based on need, offer apprenticeship programs through state educational institutions since the ADA "cap" does not apply in these situations.

Additionally, the following funding should be pursued. It is equally important that funding be provided to meet the needs of "indirectly" impacted workers as those who are directly impacted.

5. Increased funding through Title III, Economic Dislocated Worker Adjustment Assistance Act (EDWAA).
6. The Governor's Rapid Response Fund.

7. The Secretary of Labor's Discretionary Funds, Title III.
8. Special additional transition funding or Economic Conversion funding to be sought through Congressman Panetta.

FOLLOW-ON REQUIREMENTS

1. Obtain passage of legislation through efforts of Sam Farr and Leon Panetta (see Summary, Item 2).
2. Gain support of all agencies involved in the Opportunity Center.
3. Adopt job description for Opportunity Center Coordinator.
4. Determine how services of Opportunity Center Coordinator will be funded. It is anticipated that PIC may be the initial funder with other sources explored for the future.
5. Establish pay schedule for Coordinator.
6. Select Coordinator.
7. Determine number of employees needed for operation of Opportunity Center. Determine from which agencies they will come. Determine which will be "onsite" at Opportunity Center and which will be "offsite".
8. Assign staff to Opportunity Center from participating agencies.
9. Select job trainers and develop needed programs as indicated by Employment Impact Survey, EDD, SSED.
10. Develop assessment procedures for jobs programs (available from existing programs).
11. Obtain demographic data on location of residences of affected workers.
12. Select site for Opportunity Center (Ft. Ord or Del Monte School, MPUSD--now ROP Center).
13. Complete plans for and establishment of the Opportunity Center.

Follow-On Requirements (Continued)

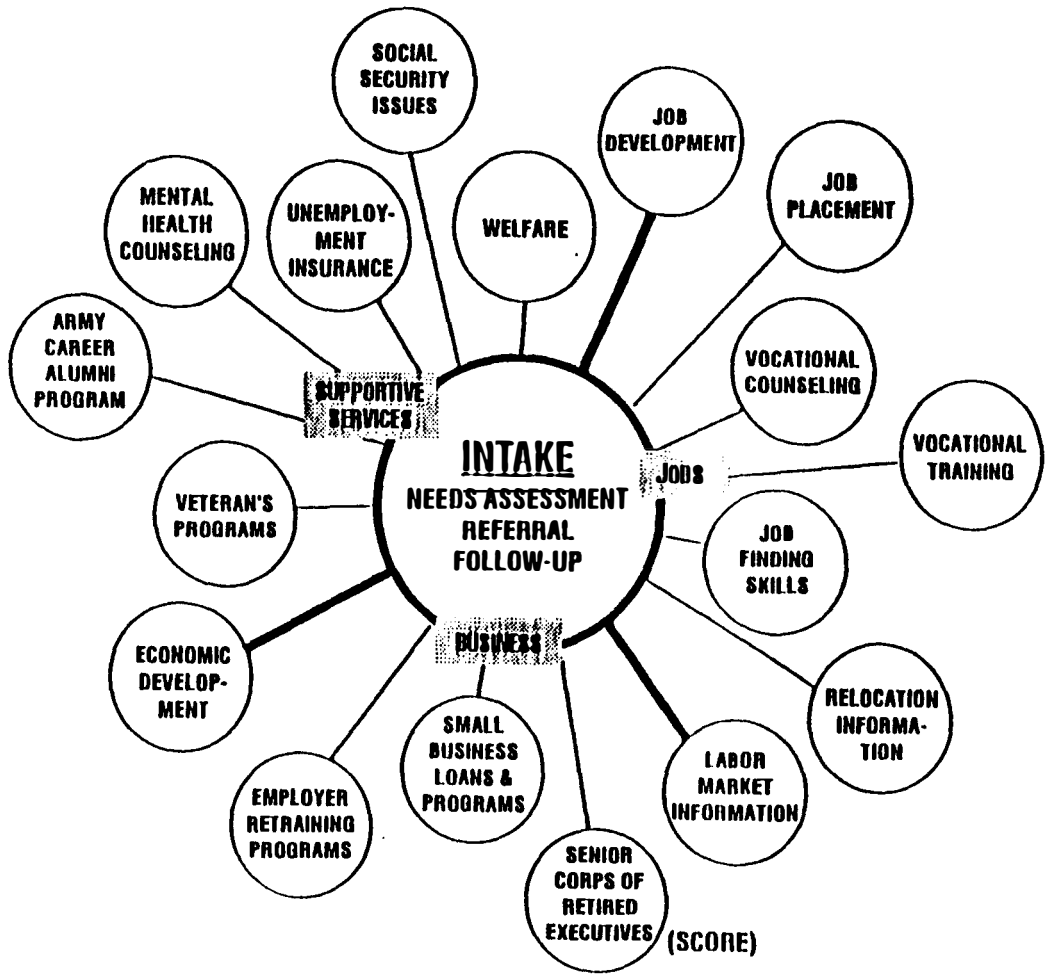
14. Develop monitoring system to assure that strategy is being implemented with coordination and dove-tailing of jobs programs, periodic updating of data, and revision of jobs programs in accordance with changing demands of the labor market.
15. Solicit Assemblyman Farr's efforts to obtain ADA funding for counselor's services.
16. Conduct a thorough investigation into resources available to impacted small businesses. Due to time constraints and inability to contact persons with needed information, our subcommittee has been unable to do this. It appears, however, that very limited funding is available for this service. It may be in the interests of our community to call for increased funding.
17. Vigorously pursue all transition funding.

STEERING COMMITTEE

PIC — OPPORTUNITY CENTER

OR FUNDING SOURCE

Comprised of Representatives of
Employment Development Dept.
Private Industry Council
Regional Occupation Programs
Community Colleges
Adult Education
Organized Labor
U.S. Army, Fort Ord
Supportive Services Agencies
Economic Development Corp.
Business Services Agencies



E-37

EXHIBIT 26

SERVING THREE PHASES OF FORT ORD REUSE

APPENDIX E-1

E-1

Section III - "Job Impacts Caused by the Ft. Ord Downsizing", reprinted from the Economic/Fiscal Impact Study, June 1992, performed under contract to the County of Monterey by RKG Associates, Inc.

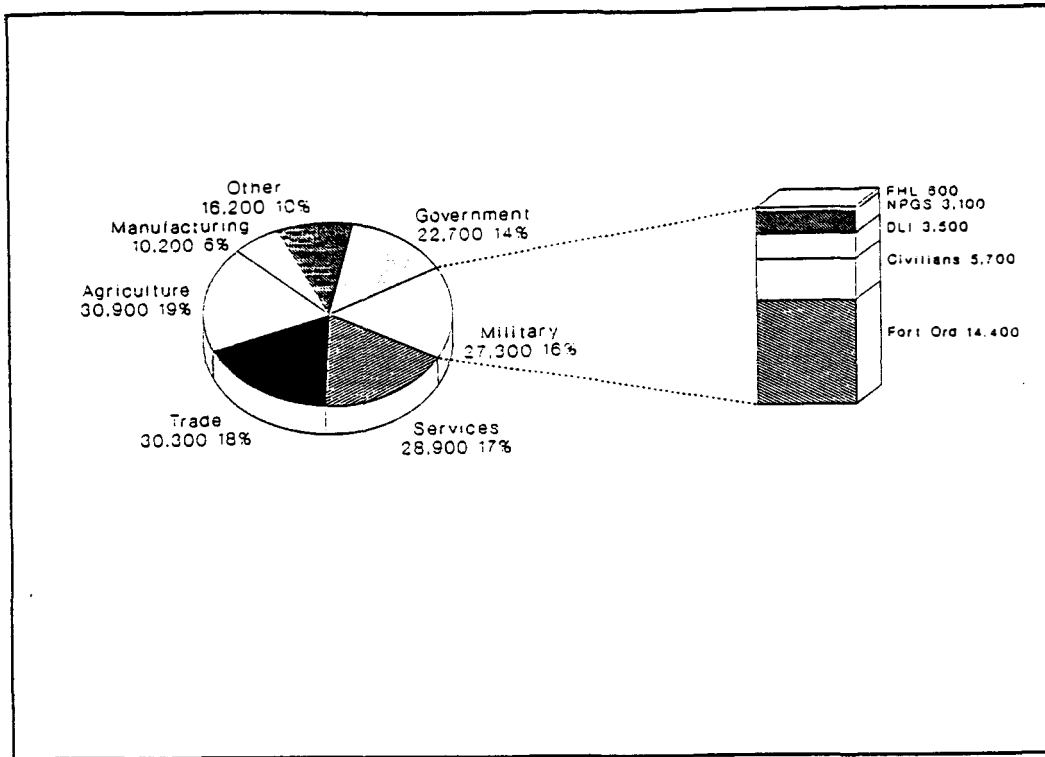


Figure III-1
Distribution of Employment - 1991
Monterey County, CA

B. Monterey County Population and Employment

The major segment of Monterey County's economic activity has for many years revolved around three primary industries - agriculture, tourism and military. These brought income into the community in 1990 of approximately \$4 billion. In addition, the three sectors employed 72,800 people in 1990 or 44 percent of all wage and salary workers with agriculture comprising 18 percent, tourism 12 percent and the military 14 percent of this total. Agriculture has been the dominant industry ever since 1900 when the Spreckels Sugar Company irrigated 10,000 acres planted with sugar beets near its new facility in the Salinas Valley. The military has been a major income generator and employer since the 1940s when Fort Ord was first developed and tourism became a major economic sector in the 1950s.

This unusually broad economic base contributed to the fact that the area never suffered through any severe recessionary times. Population growth has traditionally been lower than state averages, but it has grown steadily without pause over the past several decades. From 1972 to 1991 there was never a year when employment growth didn't occur, as shown in Table III-1 below. Both the population base and the employment base have been extremely stable. Between 1980 and 1990, 92 percent of the County's population growth was natural growth due to childbirth by residents with just 8 percent of the growth due to new residents moving into the County from other regions of the state or from other parts of the country or from foreign countries. This low in-migration rate compares to a 44 percent state average over the same period.

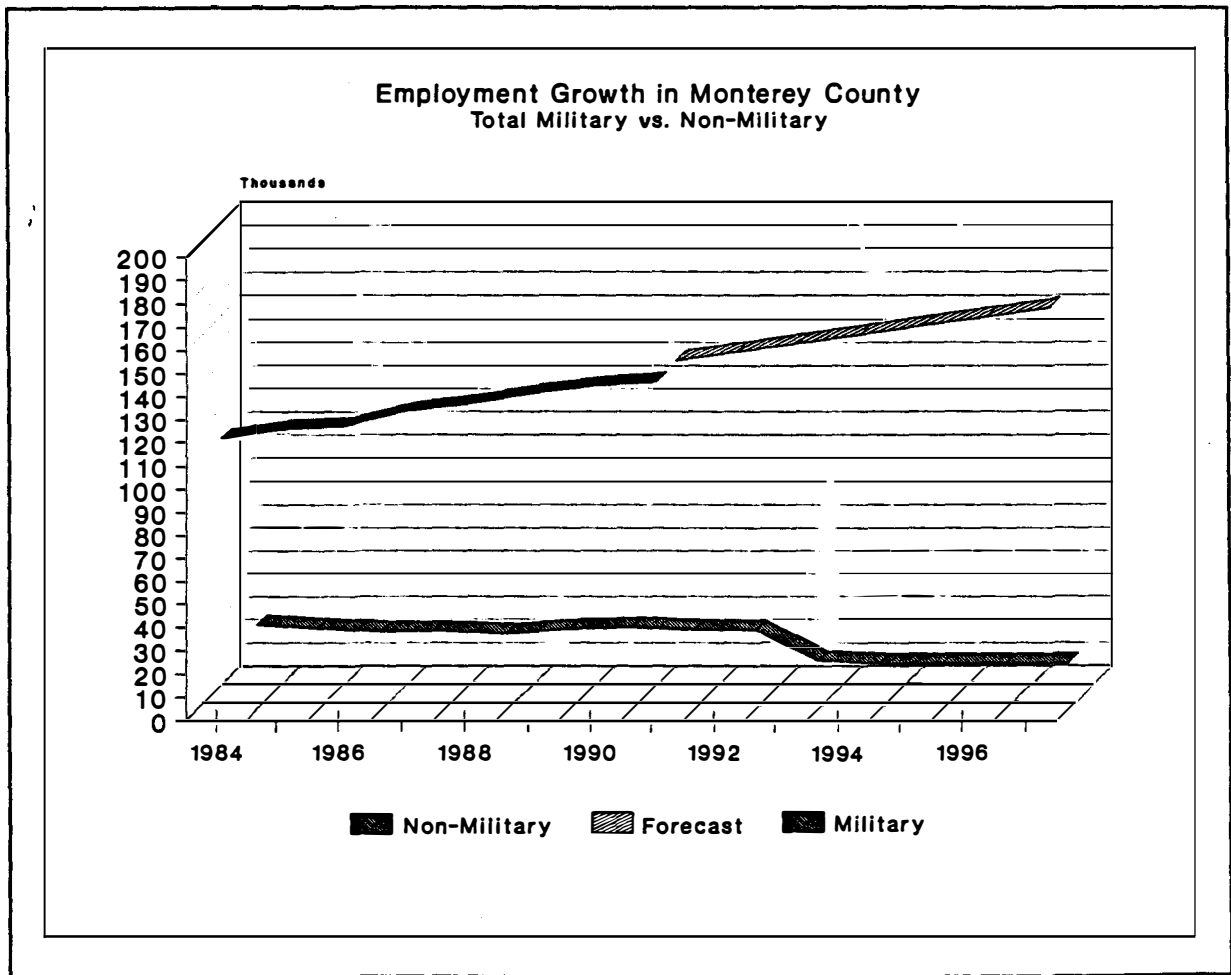


Figure III-2
Employment Growth in Monterey County
Total Military vs. Non-Military

C. The Military Sector

As discussed in Section I, the Army is closing a significant portion of its only division base in California. Fort Ord will be downsized from a 28,000 acre home of the Seventh Infantry Division Light Fighters to a 1,300 acre "enclave" which provides support for the other remaining Monterey County military operations. More than 31,000 military and dependents are expected to move to Tacoma, Washington during the short period between early 1993 and mid 1994. Monterey County will lose nearly 9 percent of its population because of this decision by the Department of Defense.

TABLE III-1
NET GAINS IN EMPLOYMENT
MONTEREY COUNTY, 1972 TO 1991

Year	Total County Non-Military Employment Annual Average	Annual Increase	Annual Percentage Increase
1972	83,700		
1973	87,400	3,700	3.70%
1974	91,200	3,800	3.80%
1975	92,600	1,400	1.40%
1976	94,300	1,700	1.70%
1977	100,400	6,100	6.10%
1978	105,300	4,900	4.90%
1979	109,300	4,000	4.00%
1980	110,000	700	0.70%
1981	113,100	3,100	3.10%
1982	114,000	900	0.90%
1983	114,700	700	0.70%
1984	120,200	5,500	5.50%
1985	124,300	4,100	4.10%
1986	125,600	1,300	1.30%
1987	132,300	6,700	6.70%
1988	135,300	3,000	3.00%
1989	140,000	4,700	4.70%
1990	143,300	3,300	3.30%
1991	145,000	1,700	1.70%

Sources: Employment Development Department, State of California; Kuhn Consulting Services

**TABLE III-2
MONTEREY COUNTY, WAGE & SALARY WORKERS -1981-1991**

(thousands)	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	NUMBER CHANGE 1980-91	PERCENT CHANGE INDUSTRY
INDUSTRY													
TRADE	23.7	24.2	24.8	26.4	27.5	27.5	28.0	28.5	29.5	30.2	30.3	6.6	27.80%
CIVILIAN MILITARY	4.2	4.5	4.7	4.8	5.2	5.1	5.5	5.4	5.5	5.5	5.7	1.5	35.70%
GOVT.-NON MIL.	19.9	19.8	19.5	19.9	20.6	20.1	21.4	21.7	22.0	22.5	22.7	2.8	14.10%
SERVICES	20.1	20.9	20.7	22.5	24.0	24.7	26.2	27.0	28.0	28.7	28.9	8.8	43.80%
AGRICULTURE	23.1	23.4	24.2	24.7	24.2	23.7	26.3	28.2	29.3	30.2	30.9	7.8	33.80%
MANUFACTURING	9.1	9.1	8.4	8.6	9.0	9.4	9.6	9.6	10.3	10.4	10.2	1.1	12.10%
TRANS/PUB UTIL	5.2	4.6	4.4	4.7	4.9	4.7	5.0	4.6	4.7	4.7	4.8	-0.4	-7.70%
FIN, INS,REAL EST	4.3	4.1	4.6	4.8	4.7	5.0	5.5	5.7	5.9	6.3	6.6	2.3	53.50%
CONSTRUCTION	3.3	3.1	3.1	3.5	3.8	4.1	4.4	4.4	4.5	4.6	4.5	1.2	36.40%
MINING	0.4	0.4	0.3	0.3	0.5	0.4	0.4	0.3	0.3	0.3	0.3	-0.1	-25.00%
ALL INDUSTRIES	113.3	114.1	114.7	120.2	124.4	125.6	132.3	135.4	140.0	143.4	145.0	31.6	27.90%
MILITARY	N/A	N/A	N/A	23.7	22.2	20.9	20.9	19.9	21.9	22.6	21.6	N/A	N/A
GRAND TOTAL	N/A	N/A	N/A	143.9	146.6	146.5	153.2	155.3	161.9	166	166.5	N/A	N/A

* All industries totals are rounded totals

Sources: State of California EDD; Kuhn Consulting Services

E-1-4

EXHIBIT 27

In 1991, Monterey County had 166,500 wage and salary workers, 144,900 in the "all industries" category and 21,600 active military members as displayed in Table III-2 which follows. In March, 1992 there were 3,605 civilian employees working at Fort Ord, down from 3,855 a year earlier. At the same time, there were a total of 16,600 active military, family members and civilians associated with the County's three other military operations - the Naval Postgraduate School in Monterey, the Defense Language Institute in Monterey and Fort Hunter-Liggett in South County. Additionally, 7,008 retired military lived in the nearby tri-county area with their 9,343 family members.

These retired military, many of whom are employed in part-time employment or second-career full-employment in the area, make a significant contribution to the local economy in terms of disposable income spending and job impacts within the local labor pool. The 7,008 retired military living nearby to Fort Ord receive \$116,824,457 in net annual retirement pay. As part-time or second-career employees, they bring high skill levels to their new employment opportunities.

Tables III-3 and III-4 below show that employment opportunities on the Fort Ord military reservation during the period 1984-1992 have provided significant income for the Monterey County economy. Conversely, the downward trends indicated in the same tables for the period 1993-1998 provide evidence that significant income will be removed from the local economy during that period. Total active duty military employment for all County military installations will drop from 23,774 in 1984 to 7,247 in 1997, a 328 percent decrease. Military employment at the Ford Ord Military Reservation will drop from 17,073 in 1984 to 15 in 1997, a 1,138 percent decrease. Military employment at Fort Ord is projected to drop by 13,050 soldiers in 1993, and 1,235 in 1994. Civilian employment will drop from 3,605 in April, 1992 to 1,329 by 1997, a 368 percent decrease.

TABLE III-3
MONTEREY COUNTY, MILITARY EMPLOYMENT, 1984-1997

Year	<u>Total Military Employment</u>	<u>Annual Increase</u>	<u>Total Fort Ord Mil. Employment</u>	<u>Annual Increase</u>
1984	23,774		17,073	
1985	22,206	-1,568	17,720	647
1986	20,871	-1,335	16,504	-1,216
1987	20,933	62	17,039	535
1988	19,880	-1,053	15,513	-1,526
1989	21,951	2,071	15,129	-384
1990	22,629	678	15,792	663
1991	21,608	1,021	14,426	-1,366
1992	21,482	-126	14,300	-126
1993	8,432	-13,050	1,250	-13,050
1994	7,197	-1,235	15	-1,235
1995	7,247	50	15	0
1996	7,247	0	15	0
1997	7,247	0	15	0

Source: Fort Ord, Directorate of Resource Management

TABLE III-4
**FORT ORD MILITARY RESERVATION and PRESIDIO OF MONTEREY ANNEX
CIVILIAN EMPLOYMENT, 1984-1997**

Year	<u>Total Civilian Employment</u>	<u>Annual Increase</u>
1984	3,006	
1985	3,281	275
1986	3,393	112
1987	3,492	99
1988	3,258	234
1989	3,529	271
1990	3,784	255
1991	3,855	71
1992	3,605	-250
1993	3,305	-300
1994	2,205	-1,100
1995	1,591	-614
1996	1,329	-262
1997	1,329	0

Sources: Fort Ord, Directorate of Resource Management

1. Seventh Infantry Division Light Fighters

When the 14,285 soldiers of the division transfer to Fort Lewis during 1993-1994, much more than the salaries paid to these active military members plus division and post support expenditures will be lost to the local economy. A demographic survey conducted by Army officials in April, 1992 of all Light Fighters indicated that a large number of soldiers (506) "moonlight" at jobs off post while another 126 have moonlighting jobs on post. Spouses of these active military have a substantial number of jobs on- and off-post. According to the survey, military spouses were employed at a total of 1,003 jobs on-post, which included 413 civil service positions, 354 commissary jobs, and 236 PX jobs. Another 2,538 spouses have jobs off-post with 768 in clerical/administrative positions, 590 in service/retail, 590 in professional occupations, 236 in education, 236 in technical, and 118 reporting being self-employed. No indication was provided by the survey of the full-time or part-time nature of these jobs, or whether more than one job was held by the same individual, making comparison with other employment data difficult. The Appendix which follows this report contains a copy of the preliminary results of this survey.

Volunteer services were another important area highlighted by the above survey, although it is difficult to accurately measure the economic impacts of these activities. Soldiers and spouses are involved in 4,649 volunteer jobs each year, both on- and off-post. They provide a wide variety of services both on and off base, ranging from donating blood to the local blood bank to participating in helicopter rescues along the oceanfront areas and in Monterey Bay waters. They also donate money to various local causes (estimated at \$600,000 a year) and serve in many non-profit organizations and activities that are part of the fabric of a very substantial social safety-net system. However the financial contributions or hours donated might be valued, they are surely substantial.

Soldiers of the Seventh Infantry Division and their family members support employment off-post which is an indirect result of their own employment and expenditures. For example, nearly 53 percent of active military families at Fort Ord are enrolled in the Delta Dental Program which utilizes dental services in the private sector. Thus, employment in the local medical services sector will be substantially affected by the loss of these annual dental service accounts. Similarly, the jobs supported in part by these indirect expenditures in the local economy also create a demand for additional employment known as the induced impact. Estimates for these impacts are discussed in detail in the next section.

2. Fort Ord Civilian Employees

The number of civilian employees mentioned in the Task Force's original report in March, 1990 was 5,300. However, upon closer examination, this number included employees working at other Army installations within and outside Monterey County but who received salary payments through the Fort Ord accounting and payroll operations. The official numbers for Fort Ord civilian employment during the period 1984-1997 (past, current, and predicted future) are included in Table III-4 above. The current number of civilian employees is 3,605, down 250 from the FY91 level of 3,855. This number is predicted to drop to 1,329 employees in 1997 when all soldiers have departed, the proposed Presidio of Monterey (POM) Annex has been established in a Fort Ord enclave, and civilian employment is in the "steady state" period where all anticipated changes and impacts have previously occurred. A total of 2,526 jobs will be eliminated between 1991 and 1997.

Local officials have spent the past year preparing for out-placement and retraining requests from large numbers of Fort Ord civilian employees who find themselves suddenly out-of-work because of the downsizing of the military reservation. It now appears that 2,276 jobs will be eliminated within the next five years. However, military spouses who will be moving to Tacoma now fill as many as 1,003 of the jobs being eliminated. Additionally, a substantial number of current civilian employees will retire from federal employment rather than transfer to other federal jobs outside the area. But some do plan to transfer and others will simply move out of the area. In this light, it is difficult to anticipate that large numbers will actually request out-placement assistance, especially at any one particular time. This study concluded that 50 percent of the Fort Ord civilian employees who will lose their jobs will transfer out of the community.

Fort Ord officials established a Transition Career Assistance Office on October 22, 1991 to assist both active military and civilian employees in their search for new careers. To date 1,500 active military who are ending their service careers have requested out-placement assistance. But only a handful of civilian employees has requested information. And only two have actually applied for assistance.

3. Contract Services

Over the past twenty years, Fort Ord has provided substantial income to local residents employed by service contractors. Numerous attempts were made during this study to determine the exact number of local residents employed at Fort Ord under these private

contract arrangements. Firm data were not available, however, base closure personnel estimated that the number was as high as 200 to 250 during peak staffing times, and was between 50 and 100 during FY91. Furthermore, most of the private contract job loss effects of the base downsizing have already occurred. No contract employees worked in Fort Ord offices in 1992 and none are expected to do so during the next five years. Up until 1990, as many as 800 civilian contract employees in total occupied Fort Ord offices and facilities each year, many in technical and professional areas. Now, the vast majority of engineering jobs related to defense contracts have been terminated or transferred to Fort Hunter-Liggett or other Army installations. Because all construction projects on the military installation have ceased, the local construction industry has already felt the full impacts of the downsizing. Maintenance, janitorial, security and food service contracts are currently ending or being reduced to much lower than normal levels. Some local residents employed in most of these activities have already lost their jobs. Another 340 local service contract jobs will be eliminated on July 1 because other Department of Defense cutbacks have forced some ongoing contracts to be canceled.

Offsetting this trend somewhat, will be the expected employment of engineering and technical firms to provide testing and clean-up services relative to the hazardous waste sites located at the base. These services are labor intensive and generally provide above average wage and salary levels. No estimates of the magnitude of this activity were available, however, experience at other bases with similar problems indicates that total employment could be in the 50 to 200 range, although not all of these jobs would necessarily be held by or performed locally.

D. Private Sector Impacts

Table III-5 shows the projected job losses in the private sector from direct, indirect or induced losses resulting from the loss of income and expenditures at Fort Ord. The methodology used to determine these projected job losses within specific job categories was described in the previous section of this study. Table III-6 attempts to place these same projected private sector job losses in perspective while relating them to the overall County employment totals and other Fort Ord military and civilian employment impacts.

1. Loss of Private Sector Jobs: Retail and Service Industries

Table II-1 identified the strong showing the local economy has made over the past twenty years in terms of constant growth in employment opportunities for local residents. The

job losses indicated in Table III-5 are expected to occur between 1993 and 1995, with 68% (1,600 jobs) of those projected losses occurring in four categories: Management; Marketing, Sales Related; Administrative Support Occupations; and Service Occupations. While historical trends over the past ten years indicate that the local economy has added over 3,000 non-military jobs each year, the loss of nearly 4,100 private sector jobs during a three-year period, in addition to the estimated 1,200 civilian employees at the base who will lose their jobs but elect to remain in the area, will cause major disruptions in local employment patterns. On the other hand, a mitigating factor is that the data indicate that over 2,500 spouses of active duty military have jobs off-post, and will be vacating those positions when they move to the Fort Lewis area. Thus, those jobs will become available and could possibly be filled by many of those workers faced with losing jobs through the induced impacts of the Fort Ord downsizing.

**TABLE III-5
FORT ORD DOWNSIZING EFFECTS ON COUNTY EMPLOYMENT PATTERNS
POTENTIAL JOB IMPACTS, BY JOB CATEGORY**

<u>Category</u>	<u>Predicted Job Loss</u>
Managers	334
Professionals	76
Teachers, Librarians, Counselors	75 (*)
Health Related	54
Writers, Artists, Entertainment	31
Technicians	95
Marketing, Sales Related	600
Admin. Support Occupations	678
Service Occupations	771
Agriculture, Forestry, Fishing Occupations	57
Precision Production, Craft & Repair	78
Mechanical Installers & Repairing	247
Production Occupations, Precision	62
Plant & System Occupations	3
Operators, Fabricating & Laborers	48
Hand Workers, Assembly/Fabrication	142
Transportation & Material Moving, Machinery	121
TOTAL JOBS LOST	3,473

Source: See Table III-7. Results of IMPLAN analysis for Fort Ord downsizing effects.

Note (*): In addition, there is a direct impact of the loss of 600 teacher and support personnel at the Monterey Peninsula Unified School District due to the loss of 5,000 school children at Fort Ord.

**TABLE III-6
FORT ORD DOWNSIZING EFFECTS
OVERALL JOB LOSSES, MONTEREY COUNTY
SELECTED SECTORS, 1992, 1997**

	<u>1992</u>	<u>1997*</u>	<u>Total Decrease</u>
Current and Future Levels Fort Ord Active Military	14,372	15	14,285
Current and Future Levels Other Monterey County Military	7,236	7,247	(11)
Current and Future Levels Fort Ord Civilian Employees	3,605	1,329	2,276
Current and Future Levels Teachers - MPUSD**	1,575	975	600
Indirect & Induced Private Sector Job Losses	--	--	3,473
Total			20,685

NOTE: * These figures exclude any other growth in the economy or employment totals over the period 1992-1997. This projection looks ONLY at the projected loss of private sector jobs (excluding military and civilian military) during that period which were caused directly, indirectly or induced by Fort Ord downsizing impacts.

** Monterey Peninsula Unified School District - The jobs lost figure includes an estimated 300 teachers and 300 support staff positions, according to District officials. See also Section IV of this report.

A discussion follows later in this section concerning the results of a Fort Ord Task Force survey of 3,000 local employers. Of those employers with ten or more employees, indications were that 1,346 current employees who are spouses of active military personnel would vacate their jobs when the Seventh Infantry Division moves to Tacoma. The employers indicated that 677 of those positions would be immediately refilled. Additionally, a separate analysis of Marina and Seaside employers who responded to the same survey indicated that 181 spouses would vacate their jobs when the Seventh moves and 76 of those vacated positions would be immediately refilled. Thus, it can be anticipated from the results of the survey of the 3,000 employers and almost 900 respondents that 750-1,000 of jobs vacated by military spouses moving out of the area will be available to private sector employees who might lose other jobs because of induced impacts.

2. Strength in the Local Retail and Service Sectors

Monterey County has three exceptionally strong industries: agriculture, tourism and military. However, tourism's \$1.2 billion in 1989 income fell almost entirely within the categories of the retail and service industries. Of the 1989 total, \$390 million was from retail purchases by visitors. In 1990, retail was a \$2 billion industry locally and service employers earned \$900 million. In that same year, 30,200 residents were employed in the retail industry and 28,700 in the service sector. Tourism, retail and service employment and income have been rising steadily since the early 1980s. Between the trade and service sectors, more than 9,400 jobs were added since 1981 for an average annual increase of over 850 jobs.

Tables III-7 and III-8 show the strength of the service and retail industries in these communities. The job loss impacts of the Fort Ord downsizing will no doubt affect the two communities more so than other area cities. Table III-9 provides comparative information on per capita retail sales for the County's twelve cities. Analysis of Seaside's taxable sales data (see Section IV for more details) show that the community's retail sector is particularly strong in auto sales and repairs, which draws from a much broader, perhaps county-wide market area. Marina's per capita retail sales were eleventh among twelve cities for 1988, and last for 1980. It depends to a large extent on more locally oriented stores and service providers, who will be severely impacted when the downsizing results in a significant drop in the City's population.

The data presented in Table III-7 indicate that Marina had 974 people employed by 151 retail businesses in 1990 and 141 workers in the service industry. Seaside had in the same year 2,607 people employed in retail activities and 1,642 working for service companies. Data for Sand City businesses are included in the Seaside totals and cannot be tracked individually. The other major employment centers for these sectors are located in Monterey, Salinas and Carmel. Historical information for the period 1980-1990 indicate steady growth in sales and employment opportunities throughout the County. Table III-8 provides the 1987 US Census count for retail and service businesses in Marina and Seaside, indicating that substantial gains were made in the past few years⁴.

TABLE III-7
MONTEREY COUNTY EMPLOYERS AND EMPLOYEES
RETAIL AND SERVICE INDUSTRIES, 1990

City	1990 Retail Businesses	1990 Retail Employees	1990 Service Businesses	1990 Service Employees
Carmel	675	3,798	506	3,175
Gonzales	48	155	41	338
Greenfield	64	190	47	410
King City	128	673	111	858
Marina	151	974	141	399
Monterey	691	5,156	871	8,900
Pacific Grove	326	1,711	298	2,079
Salinas	1,237	8,134	1,248	11,217
Seaside	266	2,607	262	1,642
Soledad	72	356	54	689
Incorporated	3,658	23,754	3,579	29,707
Unincorporated	648	2,830	598	8,246
County Totals	4,306	26,584	4,177	37,953

Source: Donnelley Marketing Information Services (DMIS), 1990

TABLE III-8
MARINA AND SEASIDE RETAIL AND SERVICE INDUSTRIES
TOTAL RECEIPTS, PAYROLL AND EMPLOYMENT, 1987

	MARINA	SEASIDE
Service Industry		
Total of All Receipts (\$ millions)	\$14,911	\$50,900
Payroll (\$ millions)	\$ 3,492	\$22,550
Number of Employees	257	1,222
Retail Industry		
Total of All Receipts (\$ millions)	\$30,350	\$244,389
Payroll (\$ millions)	\$ 4,337	\$ 25,986
Number of Employees	592	2,007

Source: U.S. Census Bureau, Census of Business, 1987

TABLE III-9
MONTEREY COUNTY RETAIL SALES PER CAPITA BY CITY, 1980 AND 1990

<u>City</u>	<u>1980</u>	<u>1990</u>
Carmel	\$18,617	\$31,248
Del Rey Oaks	5,002	6,426
Gonzales	3,245	2,804
Greenfield	3,031	2,841
King City	6,742	6,671
Marina	1,703	2,769
Monterey	9,164	13,713
Pacific Grove	3,583	6,333
Salinas	6,689	8,867
Sand City	59,643	85,530
Seaside	5,671	10,086
Soledad	1,805	2,406

Source: Association of Monterey Bay Area Governments (AMBAG), 1990

3. Employment Impact Survey - Fort Ord Downsizing

During the period January-March, 1992, a sub-committee of the Fort Ord Task Force's Education Advisory Group surveyed 3,000 local employers. About 900 employers responded by filling out the three-page, 26-question survey form. Volunteers hand delivered copies of the survey to the County's top 100 employers to assure that no major employer was inadvertently missed. The project developed a wealth of information which will be useful to local employment, education and retraining executives for years to come. It will be particularly useful during the coming downsizing period. Responses not only covered the issues connected with Fort Ord, employers were also asked to provide details about available skills in the existing labor pool, training which might be needed, specific occupations for which finding qualified applicants is difficult, and opinions on what factors will likely influence demand for employees over the next four years.

Responses from employers with ten or more employees were sorted separately. These responding companies employed 26,488 employees. They identified 1,038 employees (3.9%) with some current relationship to Fort Ord, indicated that 1,346 employees (5.1%) would lose jobs because of Fort Ord, and that 677 of these jobs lost (2.6%) would be immediately refilled by workers who remained in the local labor pool. Many companies were unwilling to predict how many employees their firm might have in four years. So a comparison to the overall employment figure for these firms is not possible. All the

responses from employers, large and small, in Marina and Seaside were also sorted separately. Marina employers responding indicated that they now have 493 employees, and reported that this number will drop to 279 four years from now. They anticipate immediately losing 151 employees during the Fort Ord downsizing and predict that they will refill only 41 of those jobs lost because of departing military spouses. Seaside employers with 1,169 employees indicated that they expect to have 1,733 employees in those same firms four years from now. They anticipate that 181 jobs will be vacated by departing military spouses, and only 76 of these will be immediately refilled.

The overall response to the survey was that few employers planned to close operations completely because of the movement of the Seventh Division to Tacoma. Many anticipated that the short-term impacts could be rather severe, but they didn't anticipate that the negative impacts would last for long. A majority of employers contacted for personal interviews indicated that they felt that the long-term advantages of remaining in business near the former Fort Ord Military Reservation would outweigh the disadvantages.

E. Targeting Resources

The Fort Ord Task Force Education Advisory Group studied the possible out-placement and job retraining resources available to both Fort Ord civilian employees who will lose jobs because of the move as well as private sector employees who will lose jobs because of the induced impacts. The results of those studies are summarized below.

The Education Advisory Group's sub-committee on job training and job development also looked at job placement and small business assistance. From these studies emerged a proposal to establish a "one-stop" assistance center. Workers suddenly without employment because of the direct, indirect or induced impacts of the Fort Ord downsizing, or small business owners whose customer base had suddenly diminished, could direct their inquiries about possible assistance to a single source. The committee proposed establishment of an Opportunity Center for displaced workers and impacted small business persons. At a central location, an Opportunity Center coordinator could make available a broad spectrum of information and services needed pertaining to job opportunities, job training and placement, relocation opportunities, unemployment benefits, welfare, and small business assistance. Supervision of this center would be the responsibility of a single coordinator of all job programs which were state or federally funded.

It was also recommended that the Center be operated through all three phases of the Fort Ord Reuse Plan - short-term, transition and long-term - for purposes of providing jobs programs preparatory for each succeeding phase. Finally, committee members concluded that a Satellite Center may be necessary in Salinas, while the main center would be located in the Seaside or Marina areas. The study proposal concluded by stressing that coordination of efforts is the key to getting the maximum benefit from programs and monies currently available. Coordination of state and federally funded job programs is needed to avoid duplication of effort and to provide for the following: Quick and easy access to services, "tailoring of programs" to individual needs, "dove-tailing" of services offered, and efficient use of personnel, materials, and equipment.

The Opportunity Center can play an even more important role during the redevelopment process. People or companies interested in making major investments in the County because of the potential for reusing Fort Ord property to expand the local economy will likely look to the County's Economic Development Corporation (EDC) for assistance. The Opportunity Center can work closely with the EDC to provide labor market information and other services. If those looking for job placement assistance or improving their work skills have been contacting the Opportunity Center officials on a regular basis, potential employers will utilize this agency to help them find highly motivated workers for their new enterprises. If a cooperative marketing program is instituted to bring potential employers into the area, respondents would likely contact the Opportunity Center before checking with other local agencies. Thus, the Center could play an expanded role once it completes the job placement phase of the downsizing effort.

In addition to the efforts of the Education Advisory Group subcommittee, a number of workshops were conducted here in the County and in Burlingame, California to prepare job training and placement officials for the coming downsizing impacts on the local labor pool. The State Department of Labor conducted a workshop in Burlingame in November, 1991. The California Training Institute conducted a follow-up workshop there in February, 1992. The Monterey County Office of Employment invited 110 people to attend a coordinating session at Hartnell College in October, 1991. All three events were organized to seek consensus on how to cope with the coming downsizing of military and other Department of Defense funded operations in California.

Funding to support these coordinated efforts, especially establishment of the Opportunity Center, will be required and may come from local, State or Federal sources. One potential source of funding is through federal Title III funds, Service to Dislocated Workers,

however, these funds can only be expended to assist civilian employees losing their jobs at Fort Ord. If any such individual wants to move out of the area, up to \$800 per person is potentially available under this program to support moving expenses. If the Fort Ord civilian employee wants to remain in the community, some funds will be available for assistance. Coordination of existing programs and facilities will likely enhance the effectiveness of these programs in accomplishing their goals.

The County's coordination of job training operations was established by action of the Monterey County Board of Supervisors in 1984. The Monterey County Private Industry Council (PIC), the County's contractor, utilizes state and federal funds to support its efforts under the terms of three agreements:

1. An annual contract between PIC and the State Employment Development Department to coordinate delivery of employment and training related services funded under the federal Job Training Partnership Act (JTPA).
2. A contract negotiated on June 27, 1984 between the PIC and the Monterey County Board of Supervisors to conduct activities required under Sections 103 and 104 of the Act (JTPA). These require procedures for identifying and selecting participants which involve equitable recruitment geographically among economically disadvantaged persons by sex, age, ethnicity, welfare status, occupation (dislocated worker), and military status.
3. JTPA, Title III's legal definition which establishes the Monterey County Service Delivery Area and defines the basic structure of local job placement and job training activities.

Whatever system is developed by local officials to deal with the Fort Ord downsizing impacts must be built around these contracts and legal provisions. Fortunately, the impacts of the downsizing may turn out to be smaller than those perceived in 1990 when the issue first surfaced. However, regardless of the number of jobs actually lost, there is a potential for economic dislocation and job stress for workers which can be addressed by this system. It is up to local officials to identify how to secure the necessary support funds, and to develop cooperative efforts to finance and operate the programs.

The Monterey County Private Industry Council (PIC) can use the Fort Ord downsizing issue to further develop an existing consortium of interested parties and organizations.

Dislocated workers need a wide range of assistance programs. The County is fortunate to have an excellent social safety net. This includes educational, vocational, adult, English as a second language, and job training programs at every level of need. The PIC can be the fulcrum over which all job assistance programs are balanced. The Opportunity Center can be a magnet to attract the individuals and potential investors who will make the redevelopment of the community a reality.

F. Conclusion

The money being withdrawn annually from the local economy due to the Fort Ord downsizing is substantial (see the following section for detailed estimates). However, the nature of how this money is spent by active military and their family members contributes to a much lower level of negative job impacts than originally projected in early 1990. The downsizing is projected to begin in March 1993 and be completed by 1997. In fact, substantial downsizing of the base has already begun. Civilian employees have begun to transfer to other federal facilities or to leave for other reasons such as retirement. These Fort Ord jobs are not being refilled. Local purchases through the base's contracting office are diminishing to some degree and some service contracts are not being renewed for a new term. The number of military families associated with any of the community's four military installations and living off-post has declined substantially during the past year because of other Department of Defense downsizing programs. Thus, the actual economic impacts associated with all these downsizing activities is being spread over a period of six years (1992-1997). In that respect, the community has additional time to adjust to the new economic realities.

Even though an estimated 6,349 civilian jobs are projected to be lost over that six-year period (2,276 Fort Ord civilian employees, 600 elementary and secondary school teachers and support staff, and 3,473 private sector employees), 3,500 spouses of departing military work on Fort Ord (1,003) or for private sector employees (2,538). These spouses will likely be moving to Tacoma and vacating their existing jobs. This will help to further mitigate these substantial job impacts. Further, the Monterey County economy has been exceptionally strong over the past twenty years without a single year of negative job growth in that period. While this economic strength will also help ease the severity of the job losses, the overall magnitude of the impact of Fort Ord's downsizing warrants special attention to the problems surrounding such a serious short-term blow to local economic activity. Over 6,300 civilian sector jobs will disappear over a relatively short time period resulting in a substantial number of people being without work.

Another important aspect is attitude among local employers. The Fort Ord Task Force survey conducted earlier this year indicates that employers are naturally concerned about prospects for the next few years. But the majority of those contacted by the survey are determined to work through the problem. They also anticipate that the rebound in overall job growth can occur within a two-year period. When employers look four-year's into the future - as the survey asked them to do - there was strong support for the idea of an economic rebound for the local economy. In the interim, however, the County and cities will require assistance from State and Federal sources to weather this sudden and severe economic dislocation.

APPENDIX E-2

E-2

EMPLOYMENT IMPACT SURVEY — MARCH, 1992
Monterey County Private Industry Council and the Fort Ord Task Force

Employers surveyed (concerning potential Ft. Ord downsizing impacts, job skill levels, training needs and outlook for the future)	3,000
Survey Responses (approximate number)	900

Responses

Total # of employees for the 900 firms surveyed	31,733
Private sector	28,504
Civilian military employees (Ft. Ord)	3,229
Employees who will be lost because of downsizing (excluding Ft. Ord civilians)	1,848
Vacated jobs that will be refilled	761
Total # of employees in four years	26,840
Total # of job positions filled during next four years	10,621

189 Firms With Ten Or More Employees (Firms Not Located in Either Marina or Seaside)

- 26,488 total number of employees
- 1,038 employees with some relationship to Ft. Ord
- 1,346 employees who will be lost because of downsizing
- 677 vacated jobs that will be refilled
- 10 staffing increase because of downsizing
- 1,011 staffing decrease because of downsizing
- 23,599 total # of employees in four years
- 8,430 total # of job positions filled during next four years

48 Firms Located in Marina

- 493 total number of employees
- 129 employees with some relationship to Ft. Ord
- 151 employees who will be lost because of downsizing
- 41 vacated jobs that will be refilled
- 1 staffing increase because of downsizing
- 198 staffing decrease because of downsizing
- 279 total # of employees in four years
- 81 total # of job positions filled during next four years

104 Firms Located in Seaside

- 1,169 total number of employees
- 158 employees with some relationship to Ft. Ord
- 181 employees who will be lost because of downsizing
- 76 vacated jobs that will be refilled
- 11 staffing increase because of downsizing
- 109 staffing decrease because of downsizing
- 1,733 total # of employees in four years
- 874 total # of job positions filled during next four years

APPENDIX E-3

E-3

DELPHI TECHNIQUE ANALYSIS FOR THE M-BEST PROPOSAL

**Criteria Results Through Forced Ranking
Delphi - Round 3**

	Mean	Rank	Range
1 Develops cooperative programs with educational institutions already located in the area.	1.95	1	1-6
2 Strengthens the local economy by providing jobs.	3.1	2	1-22
3 Represents a long-term commitment to the area.	4.16	3	2-15
4 Is environmentally consistent with and protective of the area.	5.11	5	1-14
5 Makes optimum use of human and material resources already in the area.	4.53	4	2-8
6 Recognizes that almost all long-term economic activity requires a strong educational community.	5.47	6	1-12
7 Serves as a magnet to resources outside of the area.	7.53	7	2-16
8 Will demonstrate long-term cost effectiveness.	9.47	9	5-16
9 Provides educational opportunities currently unavailable in local communities.	8.37	8	3-14
10 Contributes to America's National Education goal that "...students will possess the knowledge and skills necessary to compete in a global economy."	10.37	10	7-17
11 Thinks long-term.	12.11	13	9-17
12 Retains and upgrades the job-related skills of the local work force.	11.37	11	9-13
13 Meets the needs of the community and state for advanced education.	11.95	12	5-15
14 Utilizes existing facilities to the extent possible.	13.21	14	7-17
15 Is timely in the transition to reuse.	13.21	14	1-17
16 Provides training and education needed by employers in the area.	14.58	16	10-19
17 Contributes rational agenda of competitiveness in a global economy.	16.32	17	11-17

The M-Best proposal reflects a rigorous analysis conducted by Education Advisory Group members of the many and varied proposals for educational projects located on those portions of the former military base which will be designated as "surplus" property.

In order to determine the criteria by which to judge the educational reuse proposals for the Ft. Ord property, a Delphi technique was used. A Delphi compiles opinions from a designated panel of experts through a series of questionnaires. Each round of the Delphi attempts to further refine the information needed.

The process for determining the criteria began with a subcommittee meeting that resulted in the identification of 12 potential criteria. These criteria were then presented to the whole committee, the designated panel of experts. Discussion of the suggested criteria generated 16 additions to the list. This activity completed round one of the Delphi.

In round two, the panel of experts was asked to comparatively evaluate the 27 suggested criteria on a 1-5 scale ranging from highly important to least important. Mean scores for each criterion were compiled and each was ranked from 1-27. The subcommittee examined the results and found that 10 were dropped, leaving 17 potential criteria.

During round three of the Delphi, the whole committee was given the remaining 17 criteria as ranked by round two. The panel of experts was instructed to force rank the 17 from best to worst. Particular attention was to be given in this process to how the whole committee had ranked the items during round two.

Following round three, a mean score and range were tabulated for the 17 items. In examining the results, the subcommittee found that six of the criteria were clearly judged as the most desirable by the panel of experts. This finding was reported to the whole committee along with the statistical breakdown of round three. Consensus was reached that the six identified criteria would be used to judge all of the educational reuse proposals under consideration.

The entire process was concluded through the use of a Qualitative Trade-Off Analysis. In this statistical procedure the participants were asked to determine if the 12 identified proposals for the educational reuse of the Ft. Ord property matched up favorably with the six identified criteria. For the purposes of this procedure, the participants asked to respond were the nine members of the proposal subcommittee. On a provided matrix, the respondents rated each of the 12 proposals on a scale of one to five (least likely to definitely) when asked to determine if the proposal met each of the six criteria.

The results were compiled and each of the proposals was ranked according to the mean score given by the

subcommittee members. Additionally, the six criteria were ranked in order to demonstrate which criteria were being most consistently addressed by the proposals. Nine of the 12 proposals had received a mean score of 4.0 or better which indicated a reasonably high expectation that the proposal met the six criteria. The remaining three proposals received mean scores below 4.0 and appeared less desirable when matched with the criteria.

Finally, when examining how the criteria ranked when compared with the proposals, all of the criteria received a mean score above 4.0. This would indicate that all six remain valid indicators by which to judge educational reuse proposals.

Qualitative Analysis of Criteria and Alternatives for the Educational Reuse of the Fort Ord Property										
Alternatives	Criteria						Sum	Average	Mean*	Rank
	1	2	3	4	5	6				
1	42	38	40	43	32	45	240	40	4.44	2
2	45	42	43	39	44	43	256	42.66667	4.74	1
3	39	38	38	40	39	45	239	39.83333	4.43	3
4	33	30	34	35	33	38	203	33.83333	3.76	11
5	34	28	32	33	31	30	188	31.33333	3.48	12
6	40	35	40	41	39	40	235	39.16667	4.35	4
7	36	35	36	38	37	37	219	36.5	4.06	8
8	37	34	34	30	36	33	204	34	3.78	10
9	42	39	35	39	38	38	231	38.5	4.28	5
10	43	37	33	35	36	37	221	36.83333	4.09	7
11	34	38	36	40	33	35	216	36	4	9
12	36	41	39	39	35	35	225	37.5	4.17	6
F**=	3	2	2	2	2	1				
E	1383	870	880	904	866	456				
Mean*	4.27	4.03	4.07	4.19	4.01	4.24				
Rank	1	5	4	3	6	2				

* Mean of advisors' rankings on a scale of 1-5.
 ** Applying the F (frequency) has no affect on the final results.
 The F corresponds to the weighting for each criterion.

Summation of Criteria & Alternatives Comparison

Alternatives Grouping:		Criteria Grouping:	
Most desirable (>3.99)	Mean	Order of criteria being met by alternatives:	Mean
1 Environmental Science & Technology Center	4.74	1 Develops Cooperative Programs	4.27
2 Language Center of the Nation	4.44	2 Economic Activity Requires Strong Educational Community	4.24
3 Advanced Degree & Training Programs	4.43	3 Uses Human and Material Resources	4.19
4 Multi-Cultural Teacher Preparation	4.35	4 Long-Term Commitment	4.07
5 Multi-Cultural Professional Development: medical, legal, social, hospitality, police	4.28	5 Strengthens Economy	4.03
6 Agricultural Research & Applications	4.17	6 Environmentally Consistent & Protective of Area	4.01
7 Center for the Study of Pacific Rim Countries	4.09		
8 Health Professions	4.06		
9 Program of Hotel & Restaurant Management	4		
Less desirable (<4.00)			
10 Fine & Performing Arts	3.78		
11 Alternative High School Program	3.76		
12 Safety Officers' Training Programs	3.48		

ANNEX F HOUSING



F

Housing Advisory Group

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Housing Advisory Group

Report To the Fort Ord Task Force April 15, 1992

EXECUTIVE SUMMARY

Essential to an understanding of this report is the recognition that the charge of this Advisory Group was to focus on gathering as much information as possible regarding the overall impact of the downsizing of Ft. Ord on housing throughout Monterey County. The Housing Impact Study commissioned in April, 1992, by the County of Monterey and the Ft. Ord Task Force will provide vital information on the impact on housing in the region as a result of the downsizing of Ft. Ord. This information is not available at this time, but will hopefully be included in the Housing Advisory Group's final report to the Task Force.

The Housing Advisory Group has met on a regular basis since October. Meetings have occurred at least twice monthly. During these meetings, the group received written and verbal reports concerning the following:

1. "Information on Homeless in Monterey County and Preliminary Reuse Recommendations at Ft. Ord for Homeless and Migrant Farm Workers". Written report presented by Carmen Domingo, Homeless Services Coordinator, Monterey County Department of Social Services.
2. "Preliminary Housing Data Which Shape Today's Housing Market and Potential Impact on Ft. Ord's Downsizing." Written report by Frank Brunings, Housing Coordinator, Monterey County Planning Department.
3. "Preliminary Working Report - Low Income Housing." Written report by Kathryn Coe-Aguras, Executive Director, Housing Authority of the County of Monterey.
4. "Financing Options for Low-Income Housing." Verbal report presented by Shawn Quinn, Loan Executive with Bank of America, Monterey Office.
5. "Position Paper on Low Income Housing," compiled by Affordable Housing Corporation, Inc., INTERIM, Inc., Housing Authority of Monterey County, CHISPA, Center for Community Advocacy, IRA America. Written report presented by Ed Moncrief, Executive Director of CHISPA.

OBJECTIVES AND ORGANIZATION

The Housing Advisory Group was comprised of 30 residents representing a cross-section of cities affected by the downsizing of Fort Ord. Representatives included the Housing Authority of the County of Monterey, the County Homeless Services Coordinator, Real Estate Brokers, Bankers, the Construction Industry, Monterey County Homeless Coalition, Retired Military, Building Officials, NAACP, LULAC, non-profit housing development corporations, housing advocacy organizations, property managers and others.

Members collected data and rendered reports in the following areas of concern:

- ~ Homeless in Monterey County including migrant farm workers;
- ~ Status of Publicly Assisted Housing;
- ~ Housing Market Analysis;
- ~ Low Income Housing Financing Options;
- ~ Coalition of Housing Providers Report.

The major objective of the Housing Advisory Group was to develop an overall housing strategy to meet long-term reuse/recovery objectives in accordance with local community-approved housing plans, including a balanced mix of housing opportunities. A further objective was to develop and recommend a reuse/recovery strategy to maximize the jobs and housing balance.

ASSUMPTIONS

Some considerations in the formulation of this report are that:

- ~ All housing decisions will be made in accordance with the appropriate local governmental jurisdiction's General Plan, Housing Element, Comprehensive Housing Affordability Strategy (CHAS) and Fair Share Housing Allocation Program.
- ~ Enabling legislation will be passed to facilitate expeditious disposition of properties (including housing) which are free of toxics;
- ~ The reuse strategy shall direct a balance between jobs and housing;

- Excessed housing units will be available for reuse in late 1995 or early 1996;
- A four-year (plus) University may request approximately 1,400 housing units for dormitories, faculty and married students;
- Some housing units and other surplus properties may be acquired for the homeless pursuant to the provisions of the McKinney Act;
- A military enclave of 1,590 units will be retained for active duty forces remaining in the area;
- Adequate sewage, water and infrastructure should be a prerequisite to the development of new housing units at Fort Ord.

SUMMARY OF INFORMATION AND DATA

The Advisory Group was fortunate to have received a number of technical reports and position papers listed above which provided sufficient information upon which to base assumptions and recommendations. Additionally, the Monterey County Board of Supervisors commissioned in 1988 a study on homelessness, the Northcutt Report. The Monterey County Planning Department, Monterey County Department of Social Services, the Housing Authority of the County of Monterey and local city planning departments maintain detailed records and reports on the local housing industry and the actual demand for affordable housing. Other private, non-profit agencies also assist in these efforts and develop data on what is needed or possible.

Members of the Advisory Group conducted tours of the Ft. Ord housing areas before any recommendations were made. The Ft. Ord Directorate of Engineering and Housing provided detailed construction and maintenance records concerning these same areas. The Ft. Ord Task Force received a federal grant from the Office of Economic Assistance to conduct a housing impact study concerning the downsizing, a copy of which is included in the final version of this Strategy Report. It includes recommended mitigation measures.

Key factors affecting the work of the Advisory Group included the following:

1. The downsizing of Fort Ord creates a surplus of housing units on and off post which could help mitigate a critical shortage of affordable

housing on the Monterey Peninsula.

2. The departure of the 7th Division for Fort Lewis, Washington will create vacancies in 4,773 of the 6,363 housing units located at Fort Ord. In addition, 3,672 vacancies will be created in neighboring cities as military personnel are moved from the local economy into the enclave to be retained by the military at Fort Ord.

The full effect of downsizing Fort Ord on local real estate will depend heavily upon how vacated housing on the post is re-used and how quickly the real estate market can achieve a transition to a new equilibrium of supply and demand. If housing on the post is vacated and does not become available to either local military personnel or to private buyers, the community would lose the benefit of a significant economic asset.

IMPACTS IDENTIFIED

1. The downsizing of Fort Ord creates enormous opportunities for addressing some of the shortages of affordable housing in adjacent cities and Monterey County as a whole.

In addition to 4,773 housing units which will be available from the existing housing stock at Fort Ord, opportunities for development of a full range of housing options is a realistic and achievable goal.

The Housing Authority of the County of Monterey is currently assisting 5,000 low-income families with housing subsidies. However, the waiting list for assistance is 7,500, with a net increase of 1,000 annually.

2. The median cost of housing in Monterey County is \$198,000, while the median income is only \$38,000. Median income households can only afford to purchase a home for approximately \$142,000. Accordingly, the median-priced home is affordable to only 12 percent of the population. Because of this disparity, the National Association of Home Builders recently rated the Monterey Peninsula the second least affordable area in the nation in which to live.

OPPORTUNITIES AND CONSTRAINTS

1. The creation of 8,445 vacancies in housing units

on post and in the private sector is expected to exert downward pressure on the cost of housing in the short term, creating more affordability and housing options for first-time buyers and low-income families. As a result, municipalities should be able to meet some of their fair share housing requirements for low - moderate income families. However, market forces alone may not be sufficient to create the needed affordability.

2. The major constraint in the conversion of existing housing units to affordable housing for public use is the regulatory requirements of the Corps of Engineers to dispose of housing at Fair Market Value. Since affordable housing is a major parameter in industry's site selection criteria, the Fair Market Value requirement will create a chilling effect on economic recovery.

Therefore, the Corps of Engineers should consider a waiver to allow negotiations to establish the price of housing units and acreage for future construction of affordable housing in accordance with local housing elements.

CONCEPTS EVALUATED

Numerous concepts for reuse of housing were received from the community and evaluated by the Housing Advisory Group as a whole. Most related to the need for housing for low-income families and the homeless.

ALTERNATIVES DEVELOPED

1. Convey existing housing at a negotiated price which will allow the units to be sold at affordable prices (\$52,000-\$156,000) for low - middle income households after the cost of subdividing (i.e., surveying, utility metering, development of CC&R's, etc.)
2. Convey existing housing at affordable prices by transferring a negotiated number of units to HUD or FHA for disposal as low - moderate income housing under the provisions of Section 414 (a) of the 1989 HUD Act, as amended.
3. Provide an impact allocation of additional Section 8 Housing Assistance Payment Certificates and Vouchers from the Federal government to enable the Housing Authority of the County of Monterey to utilize vacant units in the private

sector created by the downsizing of Ft. Ord. In addition to mitigating the vacancy factor, the desired effect of providing low-moderate income housing opportunities throughout the Peninsula is achieved.

4. Provide housing opportunities for the homeless under the provisions of the McKinney Act.

A combination of the alternatives are deemed necessary to achieve the objectives of providing affordable housing to attract replacement industry and to satisfy a critical existing shortage. The Housing Advisory Group recognizes that the above alternatives were merely possibilities and that all housing decisions will be made in accordance with the appropriate local governmental jurisdiction's General Plan, Housing Element, Comprehensive Housing Affordability Strategy (CHAS), and Fair Share Housing Allocation Program.

PRIORITIZATION OF ALTERNATIVES

1. The priorities guiding the group's deliberations were established through application of the Strategic Choices Techniques.

The resulting vision reflected the following order of priorities:

- (1) Economic/Employment Diversification
- (2) Affordable Housing
- (3) Human Resource Development

RECOMMENDATIONS

Major recommendations are made with the knowledge that the actual decisions will be made by the appropriate political jurisdictions under the circumstances listed at the end of the "Alternatives Developed" section. The advisory group recommendations include:

1. Housing blocks which are vacated as military units move into the enclave be made available for lease to the public for immediate use for affordable housing with the potential that the lease arrangement include a right of first refusal and/or lease/purchase option opportunities.
2. All existing housing should be sold at a price that is affordable after modifications and made market ready. (Example: meters, survey platting, etc.)

Affordable includes very low to moderate as defined by HUD's Federal Register Notice. Affordable housing is required to attract replacement industry and to satisfy existing housing requirements.

3. Provide some permanently affordable housing through the use of CC&R's, deed and re-sale restrictions controlling the rate of appreciation or through purchase by a Community Land Trust, the Housing Authority of the County of Monterey, or non-profit housing development corporations.
4. If Silas B. Hays remains available as a hospital, a retirement village for veterans and other senior citizens is recommended. Support services for such a community would include: nutrition, health care, transportation, recreation, attendant care, and housekeeping.
5. Village concept for housing the handicapped to include rehabilitation services, therapy for stroke victims and others.
6. The Housing Advisory Group strongly recommends to the Department of the Army that proposals for housing reuse from local Monterey County residents and providers be given the highest priorities and preferences.
7. The CSU system proposes to acquire 1,400 existing single-family homes in Schoonover and Frederick Parks to support housing needs for a residential campus. Even though development of the campus will likely be implemented on an accelerated schedule, many of the 1,400 homes will not be fully utilized by the university for years to come. CSU officials should be encouraged to work with the Housing Authority of the County of Monterey and private developers to allow these homes to be used on an interim basis to handle the current unmet housing needs of low-income residents. If 10 years will likely pass before the units will be retrofitted to serve as student housing units, this would give affordable housing advocates an additional 10-year period to build sufficient new low-income housing throughout the County. Such a tradeoff would be a win-win situation for all concerned.
8. New construction on vacant unimproved land include a full range of housing opportunities from very low income to executive housing.

9. Emergency and transitional housing and services for the homeless including migrant farm workers, contingent upon availability and suitability of site(s) pursuant to the McKinney Act.
10. Housing Authority be allocated additional Section 8 Housing Assistance Payments subsidy from the Federal Government for the private market units that are anticipated to be available offpost. This will assist in the more rapid recovery of the private rental market due to the downsizing of Ft. Ord while also providing housing for low to moderate income households.

STRATEGY REPORT

OBJECTIVES AND ORGANIZATION

The Housing Advisory Group consists of 30 residents representing a cross section of many cities in the County of Monterey. Some of the organizations and functions represented include: the Housing Authority of the County of Monterey, Monterey County Homeless Services Coordinator, real estate brokers, bankers, Monterey County Homeless Coalition, the building industry, retired military, building officials, NAACP, LULAC, nonprofit housing development corporations, housing advocacy organizations, property managers and others.

Goal

To provide assistance and recommendations for a housing strategy for the reuse/recovery of Ft. Ord.

Objective

1. Organize an Advisory Group to include representatives from Federal, State, County, Cities, associations, boards, and the private sector.
2. Identify all housing related issues resulting from the closure of Ft. Ord.
3. Identify transitional, short- and long-term impacts on housing supply and pricing in the community.
4. Develop and provide recommendations for reuse of existing Ft. Ord facilities to meet McKinney Homeless Assistance Act obligations and in accord with local community housing plans and state law.
5. Develop and recommend a reuse/recovery strategy to maximize job/housing balance.

6. Recommend an overall housing strategy to meet long-term reuse/recovery strategy objectives in accord with local community approved housing plans including a balanced mix of housing opportunities.
7. Coordinate actions with other Advisory Groups and provide input to the Land Use Advisory Group.

ASSUMPTIONS

1. That a single military enclave will be established to accommodate all active-duty forces remaining in the area; and approximately 25 percent of the housing stock will be retained by those forces. The entire housing inventory consists of 6363 units.

2. A total of 1590 housing units will be retained.

(It is unknown at this time the final disposition of the third party housing at Thorston Village (293 units) and Brostrom Park (220 trailer homes).

Total housing retained: 1590

Remaining housing units for reuse: 4,773

3. That the total economic replacement strategy will be developed prior to any housing commitments.
4. That a four-year university is requesting housing for dormitories, faculty, married students, etc.

That the proposed California State University site will require approximately 1,000 to 1,200 acres of the available developed land/facilities, which includes approximately 1,400 housing units. In addition CSU desires access to and control of an additional 1,000 acres of undeveloped land. This land is proposed to be used to conduct studies in waste management, biology, ecology, engineering, and other related fields.

That CSU is requesting the use of the following specific properties:

- a. Twenty-two (22) barracks, and dormitory style barracks occupied by DISCOM.
- b. The Light Fighter Lodge (a 36 unit motel complex).
- c. Schoonover Park (all 787 units located in County unincorporated area. This is the newest housing at Ft. Ord (1987-1990) which is in excellent

condition. These are two and three bedroom town house buildings ranging from duplexes to eight units.

- d. Frederick Park (all 466 units located in County unincorporated area. These are two bedroom units in multiunit buildings built in 1981.)
5. That some of the housing needs of the University community will be met by vacancies in the local market.
6. That some of the remaining housing units may be required pursuant to the requirements of the McKinney Homeless Assistance Act. Other structures to provide services to the homeless available and suitable under the McKinney Act will also be addressed.

That housing and services areas for the homeless, including migrant farm workers and other homeless populations under the McKinney Act, may be located at the East Garrison area. This is contingent upon availability/suitability under the federal surplus property law, access to adequate sewage and water systems, associated costs for rehabilitation of structures and updating/repair of sewage/water systems, and timeframe for toxic cleanup of the contaminated areas.

Other options include scattered or centrally located emergency/transitional housing/services at other areas of Ft. Ord where surplus properties are determined suitable and available under the McKinney Act.

7. That adequate water and sewage capacity, as well as other required infrastructure, shall be a prerequisite to development of new housing.
8. That the Ft. Ord Task Force Strategy Report shall recommend a balance between housing and jobs.
9. La Mesa Village (877 units) will be retained by the military.
10. That housing units will be available for reuse by late 1995 or early 1996.
11. That legislation will be passed to allow for excessing and disposition of properties at Ft. Ord which do not contain toxic sites.
12. That policies regarding "worst first" rules will be modified to allow for early cleanup of most desirable property.

13. Availability of family housing at Ft. Ord will cause a significant reduction in requirements for offbase housing and will affect the local real estate market and economy.
14. 3,672 housing vacancies will occur in the Peninsula cities and Salinas as a result of the downsizing of Ft. Ord.
15. Of the 6,363 housing units at Ft. Ord currently, the following represents what may be remaining available units:

1590: Retained by military
1400: Proposed for use by four year university
513: Third party (Thorston Village and Brostrom Trailer Park)

TOTAL: 3,503

Possible remaining units for reuse consideration:

TOTAL: 2,860

SUMMARY OF INFORMATION AND DATA

Preliminary Housing Data Which Shape Today's Housing Market and Potential Impact of Ft. Ord Downsizing

(Source: Draft Monterey County Housing Element, April, 1992)

A number of forces shaping today's housing market in Monterey County have potential impact on the effect of the downsizing of Ft. Ord. These forces are included in an analysis of comparative data from 1980 to 1990 as follows:

1. Significant increase over the last 10 years of the 25-44 age category, known as the "first-time home buyer" age group.
2. Relatively small percentage of County immigration as a growth component when compared to the State. During the ten year period, 8 percent of the County's growth was due to immigration as compared to 44 percent within the State.
3. Higher incidence of overcrowding in both renter and owner occupied housing units in the County when compared to the State.
4. Higher percentage of those households who rent in Monterey County as compared to the State.

5. The County's median income is consistently lower and in ever-increasing disparity with the State's median income while the County's median home sales price is consistently higher than the State's.
6. That jurisdictions throughout the County have various requirements for construction of new housing that must be reserved for lower income households.
7. In order for cities to meet fair share requirements based on AMBAG statistics and projected growth, 27 percent of all new housing units built in cities in the Greater Monterey Peninsula Market Area must be reserved for lower income families while 64 percent of all new housing units built in the unincorporated area (in the GMP market area) must be reserved for lower income households. Fair share requirements for GMP cities are as follows:

Carmel:	26%
Del Rey Oaks:	100%
Marina:	40%
Monterey:	7%
Pacific Grove:	22%
Sand City:	38%
Seaside:	0%

Although Salinas is not in the GMP, it is important to note that its fair share requirement is 35 percent.

Rise In Median Sales Price of Existing Homes

The price of homes in Monterey County has risen faster than the statewide average. In 1980, the difference between the County and the State's median home sales price was very small, and in 1983 prices between jurisdictions were the same. However, the trend since 1984 indicates that the County's housing prices are climbing at a faster rate than those in the State. The rise in the median sales price of existing homes from 1980 to 1990, between Monterey County and the State as indicated by data from the California Association of Realtors shows a 131 percent increase in the County compared with a 126 percent increase in the State.

Median Contract Rent

Median contract rent refers to the agreed rent payment between landlord and tenant. Median rent levels may or

may not include furnishings, utilities or other services which may be provided by the landlord. According to the 1990 U.S. Census, the State's median monthly contract rent was \$561. By comparison, the County's median monthly contract rent was \$566, slightly higher than the State's median rate.

Trends in Vacancy Rates

A decline in the number of vacant units as a percentage of all units means that there is a higher demand on available housing. Landlords will have an incentive to keep rent levels high and sellers can benefit from "upward" price bids from potential buyers. A vacancy rate should be about 6 percent for rental units and 2 percent for units for sale. An overall vacancy rate of about 4 percent is considered optimum to keep a "balanced" housing market. The overall effective vacancy rate declined from 3.34 percent to 3.01 percent in the County while it increased from 3.46 percent to 3.53 percent in the State. The decrease in the County was largely due to the decline in the County's rental vacancy rate from 2.29 percent in 1980 to 1.91 percent in 1990.

Overcrowding

As vacancy rates decrease and the price of housing increases, individuals will overcrowd in existing units in order to share the economic burden with more people. As a result, the incidence in overcrowding has increased dramatically over the previous decade. For example, according to the 1990 Census, the County as a whole has about 15 percent of its households overcrowded; a five percent increase over the 1980 Census figure of 10 percent. In 1990, 10.79 percent of all County households were overcrowded renters, an almost four percent increase over the 1980 figure of 7 percent. Similarly, in 1990, 4.36 percent were homeowners experiencing overcrowding—again an increase over the 1980 figure of 3 percent. Finally, according to the 1990 Census of all overcrowded households, 71.2 percent were renter households—a slight increase of the 1980 figure of 68 percent. When compared to the State, the overall incidence of overcrowding is about 3 percent higher in Monterey County than in the State. Similarly, the incidence of overcrowding among homeowners is about 1 percent higher in the County than in the State and the incidence of overcrowding among County renters is 2 percent higher than renters in the State.

Very Low, Low, and Moderate Income Households

Federal, State and many local housing programs are specifically aimed to assist those who may be at an economic disadvantage within a housing market which

continuously fails to produce housing at prices affordable to certain economic segments of the population. These economic groups are defined in reference to the regional median household income level. The 1991 HUD median household income for a family of four in Monterey County was \$38,000.

Those households who are in the "Very Low" income category earn 0 percent to 50 percent of the median income or \$0 to \$19,000; households considered "Low" income earned 51 percent-80 percent of the median or \$19,001 to \$30,400; households considered "Moderate" income earned 81 percent to 120 percent of median or \$30,401 to \$45,600 annually.

Trends in Income and Housing Costs

Using income tax data from the State Franchise Tax Board, and home value and rent figures from the 1990 U.S. Census, a comparison of the rise in housing costs and rise in incomes between 1980 and 1990 shows that the rise in incomes have not kept pace with the rise in housing costs.

For example, the increases in home value and rent for Monterey County between 1980 and 1990 have increased at a much higher rate than the rate of increase in income. When compared with the State, the County's housing cost increases were higher than the State's while the County's rate of increase in median income was lower than the State's. Thus, the rise in housing and other costs relative to incomes has adversely affected housing affordability to a greater extent in Monterey County than in the State as a whole.

Income Requirements For Home Purchase

In order to purchase a home, a household must clear three financial hurdles: (1) make the initial down payment as well as other related costs, (2) make the monthly mortgage payments, and (3) pay other costs associated with home ownership such as maintenance and repairs.

The home purchase power of very low income, low income, median income, and moderate income using HUD income guidelines for a family of four persons can be estimated by doing a mortgage "prequalification calculation". The calculation assumes that 30 percent of income is devoted to the mortgage payment, a 30 year mortgage at a 9 percent annual interest rate, and a required 20 percent down payment. To target very low income households (\$19,000 annually), the home price would have to be lower than \$68,000. To target lower income households (\$30,400 annually), the home price would have to be lower than \$112,000. To target median income

households \$38,000 annually), the home price would have to be lower than \$142,000.

To target moderate income households (\$45,000 annually), the home price would have to be lower than \$171,000 and to afford a median priced home in the County, the annual household income would have to be about \$75,000.

The lowering of interest rates has increased the home purchase potential of some moderate income households. But the chances of most first time buyer households, particularly renter households, being financially able to purchase a home in Monterey County continue to be very slim. Buyer profiles of the County's inclusionary housing units indicate that many do not have the sizable down payment required for even below market rate homes. And income statistics show that the County's renter households have a median income which is only 56 percent that of owner households.

Status and Needs of Publicly Assisted Housing In Monterey County

The Housing Authority of the County of Monterey is a public corporation and functions as a public housing agency. Its purpose is to provide safe, decent, and sanitary housing assistance to low and moderate income people in Monterey County.

Approximately 5,000 families, elderly, handicapped, and farm labor families are assisted through various programs of the Housing Authority of the County of Monterey each year. However, another 7,500 eligible families are on the Housing Authority waiting list for assistance. The majority of those assisted by the Housing Authority are in the income range of 50 percent or below the median income and when assisted by the Housing Authority pay approximately 30 percent of their income for rent and utilities. The Housing Authority has approximately 500 units in various stages of development at the current time. It is interesting to note that those families assisted by the Housing Authority, plus those on the waiting list, consist of approximately 3 percent of the County's total population.

Through the past few years, Federal and State funding have been drastically reduced for the programs operated by the Housing Authority. This has resulted in much larger waiting lists than was experienced before 1980. Through receipt of these funds and attrition of families from the Housing Authority's programs, approximately 1,000 people are pulled off the waiting list annually to be provided subsidized housing by the Housing Authority.

However, over the past two years, the Housing Authority has received 2,000 additional applications for assistance each year. Therefore, the agency is losing ground at the rate of 1,000 families annually.

The average waiting period for families to receive assistance from the Housing Authority is three months for homeless persons, and up to six years for those with a lesser priority. Following is a breakdown of applications by location with a further breakdown of elderly, disabled and handicapped persons:

Salinas.....	4,678
Monterey Peninsula.....	1,356
South Monterey County.....	723
Farm Laborers.....	764
Migrant Farm Laborers.....	Unknown
TOTAL.....	7,521

Of the complete waiting list, 1,282 are elderly, handicapped, or disabled persons.

Of those families receiving assistance from the Housing Authority, or on the waiting list, only two are military. This is primarily because the military incomes are higher than the incomes eligible for housing assistance.

It is anticipated that if unemployment results from the downsizing of Ft. Ord, the Housing Authority would expect to receive additional applicants on their waiting list.

It is expected the Housing Authority will apply for surplus housing units on Ft. Ord in tandem with the County of Monterey for the County's homeless under the McKinney Act thus providing more space for shelter and/or transitional housing. However, this type of housing is temporary in nature, up to two years, and families assisted through shelters and/or transitional housing would still remain on the Housing Authority's waiting list for more permanent solutions.

With the transfer of military personnel and their dependents out of the area and onto the remaining portions of the base, there will likely be many vacant rental units on the Peninsula and in Salinas.

However, the Housing Authority will not be able to assist applicants in these units, and thereby ease the effects on the local real estate rental market, without an additional allocation of Section 8 Housing Assistance

Payment Certificates and Vouchers from the Federal Government.

Information On Homeless in Monterey County

Northcutt Report - "A Study of Homelessness in Monterey County"

In 1988, the Monterey County Board of Supervisors provided funding for a comprehensive, unbiased, statistically valid data base and Needs Assessment of the homeless population in the County. The study also assessed attitudes of business and community leaders, including public officials, throughout the County regarding homeless issues and their perceptions about the problem.

This study was prepared by Northcutt and Associates, Planning and Development Services. The study was completed and presented to the Board of Supervisors in April, 1989.

The study revealed that there are an estimated range of 1300 to 2200 homeless adults and between 370 and 630 homeless children in Monterey County. This translates to between 1670 and 2830 homeless adults and children in Monterey County on any given night. The following represents the approximate distribution of the homeless population in the County:

1. Salinas area: 47%
2. Monterey Peninsula area: 22%
3. North County: 8%
4. South County: 15%
5. Unknown: 8%

Homeless Task Force

The Monterey County Homeless Task Force was appointed by the Board of Supervisors in September, 1989, to further assess the scope of homelessness in the County and the services available to the homeless, and to develop a plan that would best serve the needs of this most vulnerable population and consequently the County as a whole. The Monterey County Department of Social Services was designated as the lead agency in the formation and staff support of the Task Force.

The Task Force used the 1989 Northcutt Report as baseline data and also reviewed several other reports and studies on local homeless issues. In addition, the Task Force heard testimony from a wide variety of informed individuals and professionals, and held public forums in Salinas, Monterey, King City and Castroville.

The Task Force created a five-year plan for the development of a service delivery system for the homeless in Monterey County. This plan was accepted by the Board of Supervisors in November, 1990. The Department of Social Services continues to be the lead agency in the coordination and implementation of the plan and has designated one staff as the Homeless Services Coordinator toward this effort.

In addressing the problems of the homeless, the Task Force adopted a model representing a full continuum of care. This continuum consists of four levels of intervention against homelessness:

- ~ Prevention
- ~ Emergency Response
- ~ Transitional Programs
- ~ Low cost housing

The plan identifies twenty-two priorities to be accomplished over the five year period. Refer to "The Many Faces of the Homeless"--Monterey County Homeless Services Plan for detailed information on each priority.

Since the Northcutt study was completed and the plan developed, homelessness has increased in Monterey County. This increase is taxing an already inadequate service delivery system.

One of the major populations to demonstrate increased homelessness is the migrant farm worker. This was evidenced by a recent incident in North County wherein 200 farm workers were found living in caves and open campsites in unsafe, unsanitary and substandard conditions.

It should be noted that there are currently approximately 250 emergency shelter bed spaces available in the County for the homeless. Of these, only 30 are located on the Monterey Peninsula. There are currently no transitional housing programs for the homeless in Monterey County.

Provisions of McKinney Act

The Stewart B. McKinney Homeless Assistance Act (P.L. 100-77, July 22, 1987) was enacted in response to what the Congress considered to be an immediate and unprecedented crisis due to the lack of shelter for a growing number of homeless individuals and families. A major purpose of the Act is to use public resources and programs to meet the urgent needs of the nation's homeless. Title V of the Act addresses this purpose by allowing organizations providing assistance to the homeless an opportunity to lease vacant federal property for a nominal fee. The properties are

used for various services, such as emergency shelters, transitional housing, facilities for feeding the homeless, and multiservice centers.

The downsizing of Ft. Ord will provide an opportunity to access federal surplus property deemed available and suitable for the homeless. The Housing Authority of the County of Monterey and the County of Monterey will work cooperatively, along with nonprofit organizations providing services to the homeless, to identify and select suitable and available properties for the homeless at Ft. Ord published in the Federal Register in March, 1992. The Housing Authority and the County will cooperatively prepare applications for such properties. One of the two entities will be the applying and receiving agent for such properties. See Appendix F-1.

Elements of the Homeless Services Plan that may be actualized as a result of accessing surplus properties at Ft. Ord could include:

- a. Emergency shelter(s)
- b. Transitional housing for all population groups (families, single adults, special populations such as mentally ill, substance abusers, persons with AIDS, youth, veterans, etc.)
- c. Migrant farm worker housing (single adult males/families)
- d. Centralized multipurpose center for homeless services such as site for Mobile Outreach Team, drop-in center for homeless, feeding sites, office site for supportive services, medical services, etc.
- e. Work shelter for single males

Need For Affordable Housing In Monterey County

Statistical Information

The price and availability of housing have long been discussed as problems in Monterey County. The following are statistical data which highlight the problems:

- ~ The supply of housing in the County grew by 17.6 percent between 1980 and 1990, but the County's population increased by 22.5 percent over this same period. This situation places increased pressure on the balance between supply and demand.

- ~ The cost of housing in the County grew at a much faster rate between 1980 and 1990 than the median income or the rate of inflation. In current dollars, median household income in the County rose by 77.1 percent while the average cost of housing jumped by 183.3 percent. During this time, inflation increased by only 63.7 percent.
- ~ Housing in Monterey County became less affordable than the statewide average during the ten year period. In January, 1992, a study by the National Association of Home Builders identified Monterey County as the second least affordable housing market in the nation.
- ~ Housing is in short supply and has been priced out of the reach of most people, especially for population subgroups such as Hispanics which are experiencing a larger percentage population increase than the population as a whole.
- ~ Statistics on the number of households overpaying for housing show that 85 percent of lower income renter households often devote more than 30 percent of their income for housing costs, and that more than half devote more than 50 percent of their income for housing. For a family earning \$19,000 per year, it means paying about \$800 a month for rent.

Local nonprofit low income housing developers, the Housing Authority, community-based housing advocacy organizations, and representatives from the private sector have grave concerns about the lack of availability of low income housing in Monterey County. They are conscious of the fact that even by maximizing the resources available at the present time, the County will continue to struggle to meet the housing needs of its low income population.

As agencies which are directly involved with low income housing issues, these organizations rely heavily upon federal resources in order to serve our low income citizens who need affordable housing. For more than fifty years, the federal government has taken a lead role in helping communities provide low income housing for their citizens. However, in the past decade nonprofits nationwide have seen federal funds for housing become more and more scarce. In light of these cutbacks, these organizations feel it is imperative that policymakers maximize all available resources in order to make up for the lack of funds. They believe that Ft. Ord, as another available federal housing resource, should be utilized as a direct supplement to existing delivery systems.

The need for affordable housing for low income residents is of such proportions that if all units at Ft.

Ord determined surplus to what the DOA is retaining were made available today, they could be filled immediately with very low and low income residents. Waiting lists for low income housing maintained by the Housing Authority and CHISPA number more than 7,500 and 1,200 respectively. In addition, local nonprofit agencies which work with the mentally disabled and/or homeless populations of the County need several hundred units to serve their special population groups.

Both CHISPA and the Affordable Housing Corporation of Monterey County are seeking out for-sale housing in a price range which low income families can afford, as well as vacant land to serve future needs of the County's low income population. In addition to the housing units, other Ft. Ord buildings are needed for administrative offices and service such as management, maintenance, and community education.

The benefits to the community of increased affordable housing will result in the following:

1. Available housing for working people.
2. Increased housing stock with special emphasis on housing for farm workers and the homeless, and permanently affordable housing for the County's mentally disabled population.
3. Increased self sufficiency and economic independence of low income residents.
4. Increase tax base of local jurisdictions by expanding home ownership opportunities for low income persons.

Need For Jobs/Housing Balance In Reuse Strategy for Fort Ord

From 1980 to 1990, the County lost ground in income and employment. The per capita income in Monterey County has fallen to a level below the average for California. The job market is shrinking in all sectors of the county's economy. The Employment Development Department forecasts that there will be no net increase in Monterey County jobs through 1996. Housing is in short supply and has been priced out of the reach of most people.

Given changes in its population, economy and housing market, Monterey County is experiencing a significant challenge. While some regions and populations of the County are faring relatively well, the County as a whole is clearly losing some of its economic strength. The downsizing of Ft. Ord is a major contributor to this situation.

In order to maximize the economic recovery of the area as downsizing occurs, it is imperative that replacement industry be brought into the area immediately. This should include new industry that is sensitive to the current economic base and environment (tourism, agriculture, and existing small and large businesses including research and development, light manufacturing, and publishing). In order to attract such industry, a jobs/housing balance must be achieved and then maintained. This should include affordable housing at all ranges of the spectrum, from very low to executive housing.

The reuse of Ft. Ord offers a prime opportunity to plan ahead and place affordable housing opportunities close to jobs. It is very likely that new commercial and industrial projects which locate in Ft. Ord will hire workers at a variety of wage levels. A large portion of workers will likely be very low, low and moderate income as defined in another section of this report. Sufficient housing opportunities should be made available to all income groups expected to be employed in those industries which eventually locate in Ft. Ord.

It is also important that a sufficient number of these housing opportunities be made permanently affordable through the use of Community Land Trusts, nonprofit housing development corporations and deed and resale restrictions. These measures will insure that housing costs will not be driven up by rampant speculation and skyrocketing land prices as has been experienced in other communities.

Indeed, growing, expanding and developing industries have shown an interest in locating in areas where an adequate supply of housing affordable to their workers is achieved and maintained. The community at large, therefore, must respond to commercial and industrial projects interested in locating in Ft. Ord by ensuring that the projected number of jobs created is balanced by an adequate number of permanently affordable housing units.

IMPACTS IDENTIFIED

The downsizing of Ft. Ord could have a significant impact on the regional housing market and may create some housing benefits. Since troops are scheduled to move out beginning in early 1993, a major short-term impact will be the availability of housing units in the regional housing market. There are 4,773 housing units on Ft. Ord which will become vacant upon the downsizing. There is an

opportunity to channel housing efforts to preserve the affordability of most these units, sell them at below market prices and render them as permanently affordable to lower income households through resale restrictions or purchase by a Community Land Trust, the Monterey County Housing Authority or nonprofit housing development corporation.

In addition, the Housing Authority of the County of Monterey along with the Department of Social Services is currently evaluating housing declared "surplus" under the McKinney Act provisions for use as migrant farm worker housing, homeless shelters and transitional housing sites.

Military personnel currently occupy 3,672 housing units offbase and, upon closure, these units would become vacant and available in the housing market. See Figure 4. One way to gauge the impact of those units on the regional market is to evaluate the change in the existing vacancy rate. Assuming the same percent vacant for-rent/sale as was found in the 1990 U.S. Census, the availability of 3,672 units would raise the for-rent/sale vacancy rate to 4.7 percent/2.75 percent, respectively and an overall effectively vacancy rate of 7.5 percent with a total of 8,449 units vacant for rent and sale. Thus, the resultant number of vacant units is 1.8 times the number required (4,658 units) to be vacant to represent an "ideal" vacancy rate.

The resulting vacancy rate may dampen the accelerating housing prices seen in the previous decade. But the benefits to housing consumers may be short in duration due to other market characteristics. For example, the economic impact (The Job Impact Study commissioned by the Ft. Ord Task Force calculates that 6,340 nonmilitary jobs will be lost) of the Ft. Ord closure may make remaining households less able to afford available units.

Current U.S. census data shows a higher incidence of overcrowding (particularly in renter units) in the County when compared to the State.

It may be that households now overcrowded will move into available units. This demand may be further influenced by the influx of households from surrounding high cost housing areas like Santa Cruz and Santa Clara Counties.

North County, Marina and Salinas areas presently have For Sale and For Rent housing that is competitively priced with these two nearby counties. It is interesting to note that people are commuting from the Bay Area to places as distant as Los Banos because of lower housing prices there.

In contrast, it should be noted that local realtors estimate that the vacancies for rental units in the Monterey area could reach 40 percent. The city of Marina could be particularly affected. Officials estimate that 30-50 percent of the rental market in Marina is occupied by Ft. Ord personnel and their families. (Marina has approximately 2,400 multiple units available for rent. In addition, a significant portion of the 2,996 single family units are available in the rental market).

A sudden abundance of vacant rental units and single family dwellings would cause a decrease in rental fees and property values until, eventually, new buyers and renters are found and a new equilibrium established. In the meantime, vacancies and lower property values would reduce property tax revenues and would, in turn, have a negative effect on the quality and quantity of public services.

More vacancies throughout the community will be created when the DoD personnel assigned to other local defense installations, but living in the community, are relocated into government housing on Ft. Ord.

In the longer run, such developments could help solve one of the area's most pressing housing problems. A dramatic increase in real estate prices over the past decade has meant that fewer lower and medium income families have been able to afford to rent or purchase homes. If downsizing Ft. Ord would have the effect of reducing local real estate prices, in the long run, low and medium income families could be better able to afford housing.

Owners of large apartment buildings who are impacted by high vacancy rates may not be able to generate a sufficient cash flow to pay for fixed operating costs and debt service.

If they do not have sufficient capital or are unable to find the funds to cover the debt service, they will be forced to sell at a loss or face foreclosure. Moreover, there has been a near stoppage of all mortgage loans on large apartment buildings in the Marina, Seaside and Monterey areas since the announcement of the downsizing of Ft. Ord.

The full effect of downsizing the post on local real estate will depend heavily upon how vacated housing on Ft. Ord is reused and how quickly the real estate market can achieve a transition to a new equilibrium of supply and demand. If housing on the post is vacated and does not become available either to local military personnel or

to private buyers, the community would lose the benefit of a significant economic asset.

OPPORTUNITIES AND CONSTRAINTS IDENTIFIED

1. Affordable housing to accommodate personnel for any replacement industry as a result of the downsizing of Ft. Ord. Historically, the shortage of affordable housing has mitigated against inducing industry to relocate to the Monterey Peninsula.
2. Housing to support a four-year plus university at Ft. Ord. This opportunity may also lure other research, educational institutions and other economically diverse activities to the area.
3. Housing to support migrant farm workers with associated social services at East Garrison and/or other appropriate site(s) through application pursuant to the McKinney Homeless Assistance Act.
4. Emergency and transitional housing for the homeless with associated support services and activities geared toward self sufficiency at East Garrison and/or other appropriate site(s) pursuant to the McKinney Homeless Assistance Act.
5. Affordable housing opportunities for first-time home buyers.
6. Permanently affordable housing through use of CC&R's and deed and resale restrictions controlling the rate of appreciation.
7. Retirement village for senior and/or retired military personnel, including care facilities and other support services.
8. Very low, low and moderate income affordable housing including rentals and sales.
9. Housing in the form of modular and/or mobile homes on currently undeveloped land at Ft. Ord to increase housing stock as appropriate.
10. New subdivisions with a wide array of housing options for long-term development.
11. Investors and lenders may be reluctant to build or lend in the area if owners are losing their properties due to depressed values.

CONCEPTS EVALUATED

- ~ Home ownership opportunities
- ~ Affordable housing for low income households
- ~ Very low income housing for households with 50 percent or less of County median income
- ~ Moderate income housing
- ~ Permanently affordable housing
- ~ Work with Housing Authority of the County of Monterey and local nonprofit housing development groups on affordable housing issues.
- ~ Housing for senior citizens
- ~ Youth Villages for children from disadvantaged homes
- ~ Retirement community
- ~ Shelters/transitional housing for homeless
- ~ Migrant farm worker housing
- ~ Handicapped
- ~ Villages for retired military personnel
- ~ University housing
- ~ Apartments
- ~ Mobile home parks
- ~ Housing goals of the affected cities and the County
- ~ Manufactured housing
- ~ Self-help housing
- ~ Housing for the mentally disabled

ALTERNATIVES DEVELOPED

1. Convey existing housing at a negotiated price which will allow the units to be sold at affordable prices (\$52,000-\$156,000) for low-middle income households after the cost of subdividing (i.e., surveying, utility metering, development of CC&R's, etc.)

2. Convey existing housing at affordable prices by transferring a negotiated number of units to HUD or FHA for disposal as low-moderate income housing under the provisions of Section 414 (a) of the 1989 HUD Act, as amended.
3. Provide an impact allocation of additional Section 8 Housing Assistance Payment Certificates and Vouchers from the Federal government to enable the Housing Authority of the County of Monterey to utilize vacant units in the private sector created by the downsizing of Ft. Ord. In addition to mitigating the vacancy factor, the desired effect of providing low-moderate income housing opportunities throughout the Peninsula is achieved.
4. Provide housing opportunities for the homeless under the provisions of the McKinney Act.

A combination of the alternatives is deemed necessary to achieve the objective of providing affordable housing to attract replacement industry and to satisfy a critical existing shortage.

COMPARISON OF ALTERNATIVES

- A. Each of the alternatives offers advantages that are not necessarily duplicated by others. Each contributes to the affordability aspect of the reuse strategy. However, Alternative #1 is preferred over Alternative #2 because it eliminates one layer of bureaucracy (namely, HUD) in acquiring the properties. Alternative #2 is second in priority, to be pursued if the Army Corps of Engineers cannot waive the Fair Market Value requirement and negotiate the prices of the housing units.
- B. Alternatives 3 and 4 should be implemented in conjunction with Alternative #1 or Alternative #2, respectively.

PRIORITIZATION OF ALTERNATIVES

Priority #1: Alternatives 1, 3, 4.

Priority #2: Alternatives 2, 3, 4.

RECOMMENDATIONS

1. Housing blocks which are vacated as military units move into the enclave be made available for lease to the public for immediate use for affordable housing with the potential that the lease arrangement include

a right of first refusal and/or lease/purchase option opportunities.

2. All existing housing should be sold at a price that is affordable after modifications and made market ready. (Example: meters, survey platting, etc.)

Affordable includes very low to moderate as defined by HUD's Federal Register Notice. Affordable housing is required to attract replacement industry and to satisfy existing housing requirements.

3. Provide some permanently affordable housing through the use of CC&R's, deed and resale restrictions controlling the rate of appreciation or through purchase by a Community Land Trust, the Housing Authority of the County of Monterey, or nonprofit housing development corporations.
4. If Silas B. Hays remains available as a hospital, a retirement village for veterans and other senior citizens is recommended. Support services for such a community would include: nutrition, health care, transportation, recreation, attendant care, and housekeeping.
5. Village concept for housing the handicapped to include rehabilitation services, therapy for stroke victims and others.
6. The Housing Advisory Group strongly recommends to the Department of the Army that proposals for housing reuse from local Monterey County residents and providers be given the highest priorities and preferences.
7. Educational or other entities utilize housing that is contiguous to its enclave.
8. New construction on vacant unimproved land include a full range of housing opportunities from very low income to executive housing.
9. Emergency and transitional housing and services for the homeless including migrant farm workers, contingent upon availability and suitability of site(s) pursuant to the McKinney Act.
10. Housing Authority be allocated additional Section 8 Housing Assistance Payments subsidy from the Federal Government for the private market units that are anticipated to be available offpost. This will assist in the more rapid recovery of the private rental market due to the downsizing of Ft. Ord while also

providing housing for low to moderate income households.

11. All housing decisions be made in accordance with the appropriate local governmental jurisdiction's General Plan, Housing Element, Comprehensive Housing Affordability Strategy (CHAS) and Fair Share Housing Allocation Program.

FOLLOW-ON REQUIREMENTS

1. Evaluation of undeveloped land for future housing uses.
2. Completion of Housing Impact Study and analysis for inclusion in the Task Force's final report.
3. More definitive information on housing and other sites for homeless and migrant farm workers under requirements of the McKinney Act. Timely submission of application(s) for use of real property for the homeless to Health and Human Services.
4. Coordination with the cities of Marina and Seaside regarding their housing and land use elements and proposed reuses by the Housing Advisory Group.
5. Coordination with the housing plan for the four year University.

APPENDIX F-1

F-1

HOUSING UNDER PROVISIONS OF THE MCKINNEY ACT

Introduction

The general provisions of the Stuart B. McKinney Act are discussed in Annex F. In view of the need to submit Letters of Interest to the Department of Health and Human Services by 20 May 1992, the Task Force requested that the Housing Authority of the County of Monterey, working in conjunction with the County Department of Social Services, coordinate the combined interests of all governmental and non-profit agencies. Several meetings of all interested groups were conducted to determine needs, tour properties potentially available and structure a combined letter of interest. Main parts of the Letter of Interest submitted on 20 May are as summarized below.

Purpose of Coordinated Effort

The purpose of the local coordinated planning process is to accomplish the following:

- a. To identify the specific local community-based non-profit agencies interested in acquiring property and providing services to the homeless;
- b. To coordinate with said providers for the purpose of specifically identifying properties;
- c. To research the McKinney application process;
- d. To coordinate activities with the affected jurisdictions;
- e. To identify which agency or agencies will make application(s) for such properties;
- f. To ensure overall local planning and coordination in the application process;
- g. To explore the concept of an "umbrella" approach to the application process with a designated applicant for identified properties on behalf of participating agencies.

Local Non-Profit Agencies Participating In This Process

Vietnam Veterans of Monterey County
INTERIM, Inc.
RSNC Valley Center
Peninsula Outreach
Shelter Plus
John XXIII AIDS Ministry

YWCA - Monterey Peninsula
Salvation Army - Monterey Peninsula
Food Bank for Monterey County
Children's Services International

Status of Identifying Applicant(s)

To date, it is unknown which local agency or agencies will actually make application(s) for such properties. Possibilities include: the Housing Authority, the County, and/or non-profit agencies.

A combination of all three possibilities may occur. The Housing Authority, the County and the participating non-profit agencies are committed to ensuring that coordination, collaboration and problem-solving occur at the local level to avoid any duplicative requests and other potentially disruptive situations at the federal level where applications are evaluated.

A number of the local non-profit agencies have agreed to join together under an "umbrella" application with the Housing Authority as the potential applicant. Under this scenario, the non-profits would enter into a joint venture with the Housing Authority. The Housing Authority would acquire and maintain the property and the participating non-profits would utilize the facilities for a fee and provide services to the homeless.

Such properties for which the Housing Authority may apply will include units for the provision of transitional housing. These will be located in the various existing housing parks. The Housing Authority will also apply on its own behalf for migrant housing and associated properties for homeless families and single males as well as warehouse and administrative space for its operations at Ft. Ord. Vacant land may also be requested for the construction of transitional housing units for homeless migrant farm workers.

The County may be interested in applying for other property types to serve the homeless in similar joint venture arrangements with participating non-profit agencies as described above. These properties could include a child care center, administrative facilities, warehouses, barracks/dormitories, dining/mess halls, commercial properties and vacant land. These particular properties are identified on the attached map. In the event the County does not apply for such properties, the Housing Authority is willing to make application instead for the purpose of joint ventures with homeless service providers.

Identified Needs:

Based on statistical information from the 1989 Northcutt Report on Homelessness in Monterey County, there were approximately 600 homeless adults and children on the Monterey Peninsula at that time. Due to the economic and other factors since then, it appears the numbers of homeless have increased. It is estimated that there currently may be up to 1,000 homeless individuals dispersed throughout the Greater Peninsula area.

There are approximately 3,000 homeless adults and children County-wide. There are no plans to re-locate homeless individuals from other parts of the County to the Ft. Ord area. The acquisition of surplus properties will be to serve the homeless already on the Monterey Peninsula.

Potential Uses of Surplus Properties to Serve the Homeless

The following agencies identified needed services that are included in the Letter of Interest:

1. The Housing Authority of the County of Monterey plans to open an outreach office at Ft. Ord and is requesting maintenance and storage facilities. The authority is also interested in 25 acres of vacant land in the East Garrison area, near Reservation Road, where housing for homeless migrant workers could be constructed.
2. The YWCA of the Monterey Peninsula is requesting 10 acres of vacant land near the Schoonover Park housing area to develop into transitional housing. The YWCA is also interested in obtaining a child-care center and 30 to 50 duplex units to serve about 200 homeless individuals.
3. Shelter Plus now houses about 120 homeless people each day, and would like 10 acres of vacant land at East Garrison upon which to build transitional and emergency housing units. The agency is also requesting the Light-Fighter Lodge, which would serve as a 30-unit emergency housing facility and 44 duplexes at Schoonover Park.
4. The Door to Hope, a recovery program for women who want to stop abusing drugs and alcohol, wants 10 two- or three-bedroom duplexes or triplexes in the Preston Park or Schoonover Park housing areas. The units would be used for transitional housing for battered women and their children.

5. Interim, Inc. provides treatment and housing for adults with mental health problems. Interim is requesting 28 apartments and houses in Ft. Ord's Abrams Park housing area to serve about 84 residents. Some of the houses would be used as community rooms and offices.
6. Rehabilitation Services of Northern California is a Salinas-based agency serving adults who are developmentally disabled or who have a history of mental illness. This agency requests three buildings for administration and job-training plus a car wash and minimart on Imjin Road that would become a job-training business.
7. The John XXIII AIDS Ministry houses homeless individuals infected with HIV/AIDS. The Ministry is interested in nine one-story residences in Stilwell Park which would provide an administration office and 30 bedrooms.
8. Vietnam Veterans of Monterey County is requesting Martinez Hall as a headquarters and counseling center, another building near Martinez hall that would be used to store supplies and equipment, 10 duplexes in Patton Park to serve 50 single individuals and 12 duplexes in Patton Park to serve families.
9. Children's Services International is asking for the 12th Street child-care center and playground, where a child-care center would serve the homeless - and perhaps the children of students enrolled in the educational programs proposed to be developed on the Army property. Counseling, education and other services for the homeless would also be provided.
10. Peninsula Outreach is now the only agency on the Monterey Peninsula now providing hot food and shelter for the homeless. Peninsula Outreach proposes to establish a 10- to 20-bed shelter for homeless men, a 10- to 20-bed transitional housing facility for women, a 10-bed transitional housing facility for men, a drop-in center and day shelter with showers and a central kitchen, warehouse space and administrative office. For those purposes, Peninsula Outreach is asking for a barracks building, some two-bedroom units, a warehouse and Army mess hall and kitchen.
11. The Food Bank for Monterey County distributes food to homeless service providers. The Food Bank is requesting several large buildings for a food distribution warehouse, cold storage facilities and office space, as well as five acres of undeveloped

land along Neeson Road for future warehouse construction.

12. The Salvation Army Monterey Peninsula Corps is asking for housing for 10 homeless families who would also be provided education, child care, job training and other services.

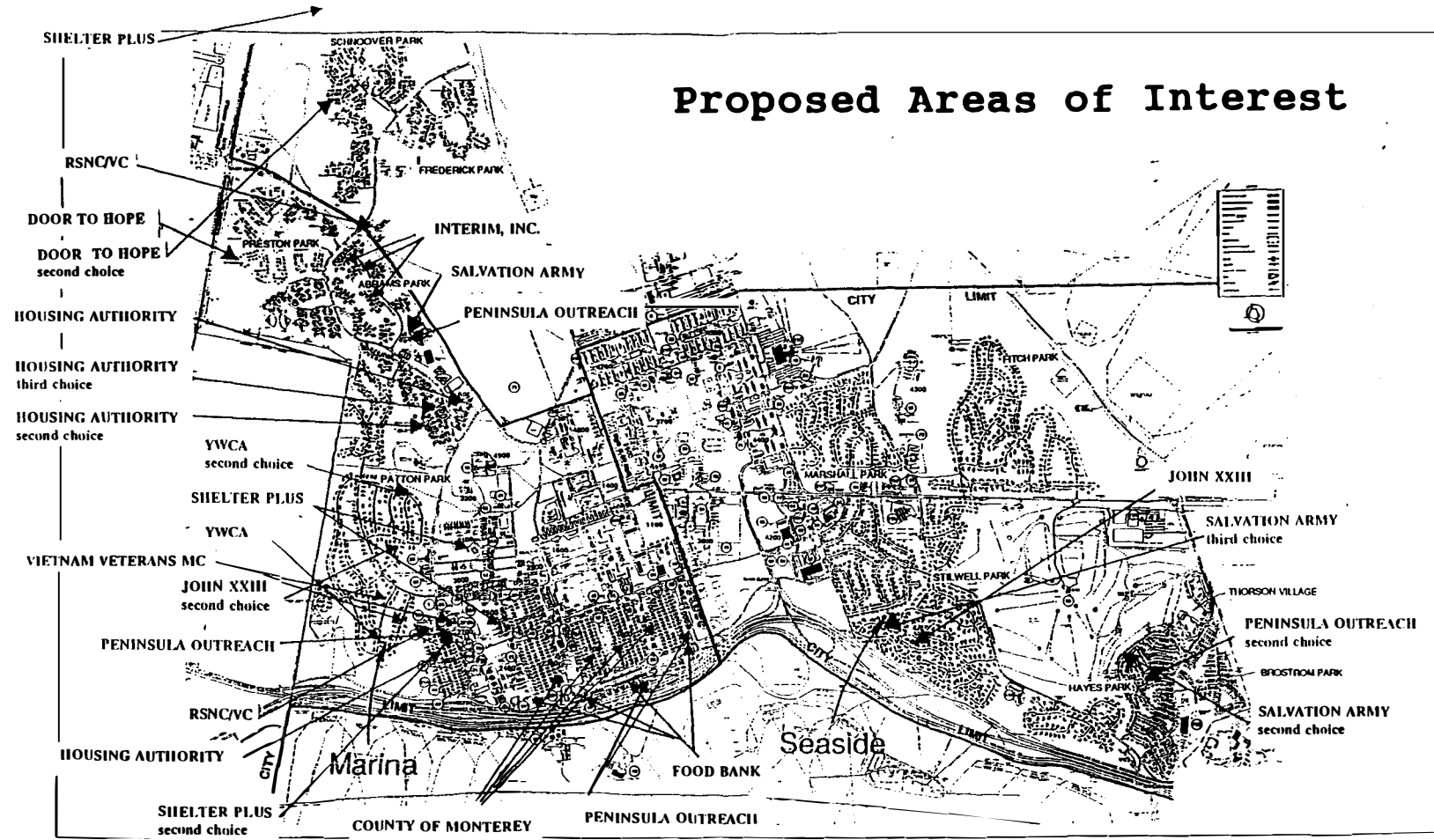
Current and Future Actions

The Housing Authority, in coordination with the Department of Social Services and the agencies discussed above has worked closely with the Task Force, Ft. Ord, local jurisdictions and CSU officials.

Each of the providers has selected primary, secondary and tertiary choices for properties to ensure flexibility for future planning. Tours of facilities have been conducted to further refine the information required to prepare detailed applications for the Department of Health and Human Services.

Once applications have been submitted, the Housing Authority and providers will continue to work on coordinated plans with HHS and the U.S. Army the organizations which will eventually make the real estate decisions.

Proposed Areas of Interest



100 units to be moved to East Garrison for homeless migrant housing

Source: U.S. Army Corps of Engineers 1991

F-1-6

FIGURE 58

**ANNEX G
HEALTH
COMMUNITY AND
PUBLIC SERVICES**



G

Health, Community & Public Services Advisory Group

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Health, Community and Public Services Advisory Group

Report To the Fort Ord Task Force April 15, 1992

EXECUTIVE SUMMARY

The Health, Community, and Public Services Advisory Group recommends the following strategic choices and short term remedial actions as a result of the reconfiguration of Ft. Ord. In addition, specific land use proposals have been developed and are shown in Appendix G-1.

Recommendations

HEALTH SERVICES

1. **Silas B. Hays Hospital.** The hospital should be retained as a "joint use" facility, owned by the Federal Government and run by DoD or a private contractor; serving military retirees, active duty military, and their dependents, veterans, as well as private citizens. This is recommended due to the estimated \$53 million cost required to upgrade the facility for civilian use; which is not an economically viable option for this community. The joint use facility could be organized around the following:
 - a. A sixty (60) bed acute care facility, together with a family practice clinic and ancillary outpatient services, should meet the needs of the residual military and the retirees.
 - b. As specific surplus space becomes available, the DoD or other federal entities are urged to use it. (e.g., Veterans Administration, Sixth Army Headquarters, et. al.)
 - c. Total floor space of the Hospital is some 367,000 sq. ft.; after reconfiguration as outlined above, approximately 200,000 sq. ft. would be available for other (government) uses.
2. **Dispose of Clinics to Private Entities.** Medical, dental and veterinary clinics can be disposed of as surplus to military or private entities depending on the location of the reconfigured military enclave.
3. **Medical Facilities in the Enclave Can Still Provide Services.** Public Health and Preventive Medicine activities can be carried out by existing

military people within the retained DoD enclave and by the County Department of Health in the remaining areas. Planning for this should be undertaken soon.

4. **Managed Care Systems.** To provide low cost and effective health care to the military and civilian populations, future planning should focus on managed care systems, as well as existing fee-for-service options.

COMMUNITY SERVICES

5. **Nonprofit/Volunteer Impact.** Some 250 nonprofit/volunteer agencies will be impacted by the proposed changes, with reductions in funding estimated to be up to \$600,000 per year with initial workforce losses up to 10 to 15 percent. Plans to offset these fiscal and staffing changes should be made.
6. **Quality of Life.** To sustain and enhance the quality of life, the following should be undertaken.
 - a. Implement a Regional Educational Complex with emphasis on science-oriented graduate and undergraduate programs.
 - b. A Cultural and Theater Arts Center should be provided in conjunction with the Regional Educational Center which would be jointly designed for and managed by the "university" theater/arts groups.
 - c. Provide a conflict resolution office to encourage harmony in the community.
 - d. The Chamberlin Library should become part of the County Free Library System or used jointly with the military.
 - e. Consideration should be given to making Stilwell Hall a military museum; subject to cost/benefit analysis for relocation to a safer place.
7. **Joint Use of Recreational Facilities.** Parks, golf courses and other recreational facilities (dunes, wildlands, et. al.) should be planned for and used jointly by the public and military.
8. **Transitional Services.** The Army should plan on giving maximum support and the continuance of all

services (e.g., legal services and financial counseling) provided for veterans and families during the transitional period. A central coordinating agency for all community service intake and referral activities should be established.

PUBLIC SERVICES

9. **Emergency Services.** Police, fire, emergency medical and disaster services should be extended to the base at existing civilian standards. Since the surrounding agencies will experience increased responsibilities, cost issues will need to be addressed in the form of both additional personnel and equipment.
10. **Downsizing and Relocating the MAST Program.** The MAST hoist helicopter (emergency rescue service) should not be discontinued but rather relocated to Ft. Hunter-Liggett.
11. **Safety Regional Training Center.** A joint Regional Training Center for police and firefighters should be co-located at the surplus MOUT facility and its adjacent acreage. The Regional Fire Training areas would include the adjacent wildland acreage to the east and a 25 acre parcel across from the ammo supply point.
12. **County Detention Facilities.** Detention facilities for both the Monterey County Sheriff and Probation Departments may be provided by reuse of the Stockade and some barracks (for approximately 200 minors) pending cost/benefit analysis completion by the County.
13. **State Building Standards and Uniform Building and Fire Codes.** Some housing areas (Abrams Park, Schoonover Park and Fredericks Park) and buildings do not meet State standards for water pressure; or do not meet Uniform Building and Fire Codes. These must be met to permit civilian reuse. Otherwise legislated exemptions would need to be enacted.
14. **Open Enclave.** The resized military enclave should be open to the public and patrolled by Federal police. Access to meet emergency response times requires an improved road system. The Army may contract for police.
15. **Continued Protection of Impact Areas.** Continued Federal support is needed to protect all impact areas until cleared or otherwise secured.

16. **New Disaster Preparedness Planning.** A new disaster preparedness plan for the region should be developed by the County and should include the military facilities and be periodically tested.
17. **Safety Officers Joint Planning.** Significant opportunities for economies and efficiency exist for joint planning between military and community police, fire and ambulance services. Such planning has begun and should be continued.

FOLLOW-ON REQUIREMENTS

1. There is a need to continue working with DoD health affairs on a joint use of the hospital among the military, other federal agencies or possibly civilian organizations.
2. Work with the Bureau of Land Management on proposed areas for police/fire training.
3. Work with the Department of the Army to relocate the MAST program to Ft. Hunter-Liggett.
4. Develop strategies for recruitment/replacement of volunteers and concurrent funding losses for the nonprofit agencies.
5. Redo County disaster preparedness plan.
6. Establish final development plans for the proposed Arts/Cultural Center.
7. Development of plans for use of available medical/dental clinics for civilian purposes.
8. Develop health/community service plans to support and meet the needs of the proposed university complex and its redevelopment options.

Introduction

OBJECTIVE

The Health, Community, and Public Services Advisory Group of the Ft. Ord Task Force has developed recommended strategies and alternatives to deal with the problems and opportunities resulting from the resizing and reuse of the Ft. Ord Reservation. Priority has been placed on optimal long-term strategic choices that are consistent with the needs of our communities. In addition, careful attention has been given to addressing short-term and immediate negative impacts of the Ft. Ord changes.

ORGANIZATION (See Appendix G-2)

The Advisory Group consisted of 108 members, co-chaired by Ted Hooker, M.D. and Bob Sageman, and was divided into a 12-person Steering Committee and three panels: Health Services, Human Services, and Public Services.

The Health Service Panel was co-chaired by Dr. Hooker and Frank Gibson. This panel had 29 members and was charged with examining Hays Hospital, the clinics, preventive medicine and other public health services, veterinary services, and insured and managed care.

The Human Service Panel was co-chaired by Ann McPherson and Sondra Rees. It had 28 members and examined the impact on retirees, child care, community and family services, legal aid, and recreation.

The Public Service Panel was co-chaired by Al Post and Roger Williams. It had 28 members and was charged with examining police, fire, ambulance and other public safety issues.

In addition to the above, approximately 20 specialty advisors from the community participated.

GENERAL ASSUMPTIONS

1. 31,000 active duty personnel and their dependents will leave Ft. Ord and relocate to Ft. Lewis, Wa. The 7th Infantry Division will be relocated during the period of 1993-1994.
2. Of the Post's 28,000 acres, approximately five percent will be retained for use by the Department of Defense. The projected retained area may not include Silas B. Hays, the dental clinics, the veterinary clinic, stables, and optical clinic.

3. Approximately 8,000 acres are ordnance impacted areas.
4. Approximately 34,450 military eligible personnel will remain in the Monterey Bay's 40 mile radius catchment area. This includes approximately 16,930 active duty personnel and their dependents, 17,520 retired personnel and their dependents.
5. If San Jose State University moves to Post property, it could eventually increase the civilian population by approximately 26,000.
6. The civilian community will experience a loss of approximately 2,000 professionals which includes nursing services. In addition, similar losses are expected to be realized by the community's volunteer organizations.
7. The Department of Defense will retain one Day Care Center.
8. All veterinary services will be closed.
9. The Department of Defense may maintain a PRIMUS Clinic at the Presidio of Monterey and a Troop Medical Clinic at Ft. Ord. All other medical and dental clinics will be closed.
10. The Base will be considered "Open" to all civilian traffic as is currently the practice at the Presidio of Monterey.
11. All present and future developed areas will be brought up to State standards. This includes water, sewage, and building codes.
12. If the Federal Emergency Management Agency or another public agency such as the California Department of Forestry, Office of Emergency Services, or the California Fire Academy locates to Post property it will allow for the development of a Regional Public Safety Training Center.

HEALTH SERVICES PANEL

Introduction

The Health Panel was separated into subpanels of Acute Hospital and Ambulatory Care, Public Health and Preventive Medicine, and Insured and Managed Care.

ACUTE HOSPITAL, AMBULATORY CARE, AND INSURED & MANAGED CARE

Assumptions

1. Silas B. Hays Hospital is a 440-bed, eight story, 367,000 sq. ft. acute care facility approved by the Joint Commission on Accreditation of Health Care Organizations (JCAHCO) for a three-year period. The hospital does not meet seismic safety or other standards of the State of California building and health codes. It is currently estimated that retrofitting of the facility for these deficiencies would be approximately \$53,000,000. (See Appendix G-3.)
2. Approximately 24,000 of the retired personnel their dependents use the services of the hospital which includes the 17,513 living in the Tricounty area and another 7,000 from Santa Clara and San Luis Obispo Counties.
3. The Salinas PRIMUS Clinic will be closed.
4. The Department of Defense (DoD) will continue to care for the medical needs of its active duty personnel.
5. Dependents of active duty personnel and retired personnel and their dependents will receive medical care at civilian facilities or at the PRIMUS Clinic at the Presidio of Monterey (POM).
6. The Army will retain one troop medical clinic for active duty personnel at the residual, downsized facility (POM Annex).
7. At the time of downsizing, the retirees and their dependents continuing to reside in the area will probably be at their greatest number. This number will gradually decrease over the years due to attrition, decreased number of military personnel being exposed to the Monterey County area, and a decrease in the facilities which many of them rely on as part of their retirement benefits.
8. Silas B. Hays Hospital will remain open at least until the 7th Infantry(L) transfer is completed and current civilian medical contracts are completed (i.e., CHAMPUS PRIME/EXTRA and PRIMUS CLINICS).

Specific Information and Data

1. Hospital Construction Costs. Inquiries with people knowledgeable in the hospital field would indicate that current construction costs for hospitals to construct the beds, ancillary facilities, and furnish with the necessary equipment runs at approximately \$350,000 per bed.
2. Nursing. There are two nursing schools in Monterey County: one at Hartnell College, Salinas, and the other at the Monterey Peninsula College. Inquiries indicate that the 1991 graduating classes were sixty-five new Registered Nurses from a total of eighty-six students. Hartnell graduated 25 LVNs in 1991.
3. PRIMUS Clinics. The two clinics in Salinas and at the POM are administered by the Sisters of Charity of the Immaculate Word, with home office located in Houston, Texas. The clinic's contract is due expire on September 30, 1992. There have been some early discussions concerning a six-month extension.

	POM	Salinas	Totals
Square Footage	22,000	12,000	34,000
X-Ray Facilities	YES	YES	N/A
Laboratory	YES	YES	N/A
Optometric Service	YES	NO	N/A
Examining Rooms	14	10	34
Physicians	12	8	20
RN's	13	5	18
LVN's	6	4	10
Number of patients Per day/Average	260	140	400

Monterey County PRIMUS Clinics

4. Silas B. Hays Hospital. A 440 bed, eight-story building which was constructed in 1972. This 367,000 sq. ft. building was surveyed by and

accredited for three years by the JCAHCO in November, 1991. The Hospital contains a laboratory, X-ray, pharmacy, family practice clinic, 24-bed psychiatric unit, emergency room, heliport, and other basic ancillary facilities.

5. CHAMPUS. Administered by the Foundation Health Corporation located in Sacramento, California under contract to the DoD to July 31, 1993.
6. Standard CHAMPUS. Essentially like Medicare only the recipients are under sixty-five years of age. After age sixty-five years they are transferred to the Medicare system. CHAMPUS eligible users may use any provider who will accept them and there are many physicians in the Monterey/Salinas area who do accept CHAMPUS STANDARD patients; however, there are essentially no OB nor GYN physicians who accept these patients. They must pay a deductible plus the 20 percent of the allowables utilizing the Medicare fee schedule. The current co-pay per hospital stay is approximately \$300.00.
7. CHAMPUS/PRIME. This is a part of a demonstration program including the States of Hawaii and California and has been functioning for approximately four to five years. It is essentially a health maintenance organization model (HMO). Under this model the enrollee selects a physician from a list of participating physicians. Silas B. Hays Hospital is the only participating hospital in the County. The co-pay is approximately \$5.00 per office visit and \$8.00 per hospital day (this is slightly higher for dependents.) The number of enrollees is approximately 3,000.
8. CHAMPUS/EXTRA. Also a part of the demonstration program. It is essentially a preferred provider model (PPO). Under this program the patient has more choice as to providers, be they physician or hospital, and again we add that Silas B. Hays Hospital is the only participating hospital in the area. There is no enrollment cost; however, there is a higher co-pay involved.
9. "COORDINATED SUPPORT PROGRAM". This is a new program proposed through the DoD. It would go out to bid before any initiation of the program. It is anticipated it will have a higher co-pay and would also eliminate the CHAMPUS/EXTRA Program.

IMPACTS AND CONSTRAINTS IDENTIFIED

The greatest impact identified if Silas B. Hays were to close would be primarily for outpatients and ambulatory care and to a lesser extent inpatient medical care. The handling of retirees and their dependents as well as dependents of residual, active duty personnel, even if only half of them continued under the DoD umbrella of care, would overwhelm the physical and professional staff of the PRIMUS Clinic at the Presidio of Monterey. Silas B. Hays Hospital is the only contracting hospital in the county that serves the CHAMPUS/PRIME or CHAMPUS/EXTRA recipients and this is due to terminate July 31, 1993.

As far as hospital inpatients are concerned, the information developed would indicate that these patients could be handled on an "average" basis by the private hospitals in Monterey County or adjacent Santa Cruz County. Hospital occupancy fluctuates a good deal during different times of the year and consequently, there are times when one or another hospital in the area would not be able to handle their share. It is felt that a distribution system would have to be developed to handle these problem times.

Additional outpatient impacts of closing the hospital include the private physician availability and pharmaceutical costs to both patients and the DoD. Current prescriptions number 1,600/day with a 60/40 split between nonactive duty and their dependents and active duty and their dependents. CHAMPUS and Medicare costs also will be increased to both patients and to the DoD, and CHAMPUS/PRIME and CHAMPUS/ EXTRA will cease to exist without local, civilian hospital participation. These contract programs are scheduled to terminate January 31, 1993. See Appendix G-4.

OPPORTUNITIES AND CONSTRAINTS IDENTIFIED

The Committee came to the conclusion based on the demographics and hospital bed utilization that:

1. If the DoD continued the operation of Silas B. Hays Hospital and ran it as a sixty-bed inpatient facility, the impact on civilian hospitals would be negligible.
2. If the DoD decides not to continue Silas B. Hays Hospital and it is closed, there is enough inpatient capacity in Monterey County to accommodate those military and retired personnel and their dependents living in Monterey County if the patients were distributed according to each individual hospital's capability. The following

caveats, however, could reduce an individual hospital's capability to take care of active duty dependents, retirees, and dependents:

- (a) During certain months of the year such as January and February, high census could cause a bed shortage. This bed shortage did, in fact, materialize in December, 1991 and January, 1992.
 - (b) With the departure of the 7th Division, active duty military and their dependents now working in civilian hospitals could reduce the number of beds that civilian hospitals are able to staff.
 - (c) The projected loss of Federal and civilian jobs due to the move of the 7th Division could cause more civilian hospital beds to be available; however, these beds again could end up not being able to be staffed because the civilian hospital personnel pool would also be diminished.
3. It was also concluded that the retired military population living in Monterey County would probably top off in 1992 and 1993 and decline from thereon due to:
- (a) Retired military people no longer wanting to move to the Peninsula because of lack of military facilities, and
 - (b) Since the military would no longer be serving active duty here, they would not become familiar with Monterey County as a place to which they would want to retire.

CONCEPTS EVALUATED

The Silas B. Hays Hospital would appear to be a sound physical structure which survived the 1989 Loma Prieta Earthquake (epicenter fifteen to twenty direct miles from the hospital) without major consequences. In addition, construction of this type would best serve the needs for which it was originally constructed and with a minimum of costs, could be converted to a larger clinic, and a smaller hospital bed capacity.

ALTERNATIVES

From the above assumptions and information it would appear the best alternative for Silas B. Hays Hospital would be to keep it under the Department of Defense

jurisdiction and reduce it to approximately sixty beds to accommodate the residual, active duty, retirees and their dependents. This would cause the least impact on the recipients, the community, as well as the Department of Defense. The additional space remaining in the facility could be occupied by moving the PRIMUS CLINIC in Salinas to the Silas B. Hays Hospital and converting it to a family practice clinic. Also, by bringing the three dental facilities and the optometric clinic into the confines of the hospital, it would free up those buildings that they now occupy. By doing so, the DoD would have the option of staffing the hospital with military professionals and/or contracting which is currently being done with the PRIMUS Clinics, CHAMPUS/PRIME and EXTRA and the hospital could then continue to be the participating hospital for the CHAMPUS/PRIME and EXTRA programs.

Any additional space which would remain in the current hospital would then be available for a combination of other federal agencies (e.g., Veterans Administration to serve eligible veterans on the Central Coast.)

In addition, if space were available in the structure, it could be considered for standard hospital staff quarters or conventional bachelor officer quarters. As an additional innovation, a few rooms could be considered for patient relatives who require overnight facilities.

RECOMMENDATIONS

1. Silas B. Hays Hospital should not be closed. If closure continues to be considered, the committee would recommend a very gradual phaseout over a period of two or three years to allow for phasing out of present DoD contracts and to allow private providers to adjust to the anticipated impacts and/or cover the remaining eligibles with supplemental insurance.
2. Considering the deficiencies noted, the best alternative would appear to be to keep the Silas B. Hays Hospital under the Department of Defense's jurisdiction. This would allow for downsizing of the hospital bed capacity to approximately sixty beds, transfer the Salinas PRIMUS Clinic, the dental clinics, the optometric clinic, and possibly allow the troop medical clinic to be stationed within the confines of the hospital and run it essentially as a federal health maintenance organization. This would allow for staffing flexibility with Department of Defense professionals directly or indirectly by contracted services.

3. Other options include a combined use with other federal agencies (e.g., the Veterans Administration) with the Department of Defense and possibly civilian combination if the State of California seismic building codes could be satisfied. In addition, any remaining rooms or space could be considered for hospital staff, BOQ, or possibly room facilities for patients' relatives.
4. Monterey County, with other California Counties and the State of Hawaii, has participated in a managed care demonstration project between the Department of Defense and Foundation Health Corporation of Sacramento since August 1, 1988. Experience gained from this demonstration project scheduled to end on July 31, 1993 has relevance to the military community remaining after Ft. Ord closure as well as civilian application.

The Federal mandate for this demonstration project called CHAMPUS Reform Initiative was to improve access to health care services for the military beneficiaries, contain cost, and enhance services. Along with 29 other military sites in California and Hawaii, the military hospital at Ft. Ord became the hub of Foundations effort to build a managed care system.

Foundation is at risk for the CHAMPUS dollars spent in California and Hawaii. This managed care involves the use of provider contracting, medical utilization management and quality assurance, case management, and the innovative Resource Sharing Program which places civilian health care providers in the military hospital to see CHAMPUS patients. The program has been effective in Monterey County even though managed health care has not been previously available here. The concepts of CHAMPUS Reform have resulted, according to an in depth evaluation by the Rand Corporation, in significant saving of government health care dollars as well as reduced out of pocket expense for the military beneficiaries.

The future of this project requires a participating provider network to include physicians, hospitals, and other ancillary health care providers. With the Ft. Ord closure and possible closure of Silas B. Hays Hospital, the managed care system would lose its hub, the only participating hospital for the managed care alternative to the standard CHAMPUS program.

These alternative programs entitled CHAMPUS Extra and CHAMPUS Prime, are then in jeopardy should the military hospital close. The same problem will be faced in August 1993 when the government through its civilian contractor begins the follow-on program to CHAMPUS Reform-Coordinated Care Support.

We believe Silas B. Hays Hospital should be retained as a government operated facility as well as the Consolidated Troop Medical Clinic at Ft. Ord to provide primary care for all categories of military beneficiaries (Active Duty, Champus, and Medicare eligible.)

For nonmilitary patients, fee for service providers are widely available in Monterey County. In addition, managed care providers should be encouraged to extend their services into the area. Trends both nationally and throughout California show that employers and insurers are urgently seeking multiple options for health care delivery to their beneficiaries. The availability of health maintenance and preferred provider organizations have demonstrated a significant role in increasing patient options and access to care; as well as contributing to cost effectiveness and affordability.

PUBLIC HEALTH AND PREVENTIVE MEDICINE

Assumptions

1. Although the federal force at Ft. Ord (31,000 military and dependents) will be severely reduced, significant military activity and population will remain in the County (16,934).
2. There will be a transition of three to five years (starting in 1992) during which the U.S. Army will maintain sufficient but diminishing preventive medicine services for the Ft. Ord complex.
3. There will be DoD public health requirements to support all remaining military population.
4. Departure of the 7th Infantry Divisions will leave a surfeit of onbase housing.
5. Military and County Health Authorities will both monitor environmental protection activities at Ft. Ord into the next century.

Specific Data

1. Significant reductions in federal personnel served up to 65 percent are expected. The number of retired personnel are not expected to change in the next few years.
2. Current planning indicates that the Army will provide public health services for active duty personnel locally. Support for the retired community would also be available.

Impacts Identified

1. Reduction in the Army Occupational Health Services for civilian employees.
2. Loss of Sexually Transmitted Disease interviewing programs.
3. If the DoD were to locate its preventive medicine authority for Ft. Ord outside the County, it could impede coordination of mutual public health efforts locally.
4. In the event of reduced or absent federal health services for retired military, the County would have an increased requirement for public health nursing, influenza and pneumococcal vaccines, immunizations, and an increased demand for County tuberculosis surveillance.

Alternatives

In the health care setting, preventive medicine services may not be easily recognized or well defined. Reasons are first, that personal preventive services are normally provided by the clinicians serving the patients. Examples are pap smears by gynecologists, mammography by radiologists, etc. Second, is that preventive medicine emphasizes epidemiology, a fact that may not be apparent until times of public health crisis. Much epidemiological work is derivative of data and actions generated by direct care providers. A very important reason is that some health related activities, such as sanitation, entomology (insects), and zoonosis (animal) control, are indirectly medical, and not identified with hospitals or clinics.

It is clear that preventive medicine services will be needed at Ft. Ord as long as there are military activities there. Essentially, these services fall into three main areas: community health nursing, environmental health surveillance, and occupational medicine. The importance of each service will depend upon the type and extent of

the future mission of Ft. Ord. In fact, military preventive medicine impacts primarily active duty personnel, their dependents, and Department of Army civilians at work. Outside of personal encounters, military preventive medicine is relatively insignificant for the retired and their families.

Recommendations

Within areas of continued military jurisdiction at Ft. Ord, preventive medicine staffing requirements have been identified. A preventive medicine entity (possibly a satellite of Ft. Irwin) was recommended for the period following the departure of the 7th Infantry Division and to continue into the next century. The preventive medicine strength would include two community health nurses plus a licensed practical nurse, an environmental sciences officer with four environmental science enlisted men, and an industrial hygienist with two occupational health nurses. Also appropriate clerical support would be needed. It must be emphasized that the environmental science officer and the industrial hygienist are extremely important in the oversight of the Super Fund environmental cleanup at Ft. Ord.

County health officials believe that new public health requirements in connection with the replacement population can be determined and addressed before the base is reconfigured. This should be a follow-up item for implementation planners.

COMMUNITY SERVICES PANEL

Introduction

The Community Services Panel divided into four focus groups: Quality of Life, Family Related Services, Support Services and Advocacy/ Assistance. Each group participated in surveying existing services and their providers in order to evaluate identified impacts as a result of the downsizing/closure of the base.

The survey was organized in the following outline:

- 1-currently available services and who provides same,
- 2-who receives the services, what percentage are Ft. Ord clientele,
- 3-how are the services funded,
- 4-what effect the downsizing will have, related to funding, employees and volunteers.

Of the 250 organizations contacted, 62 responded. Survey results are included as an addendum to this report. (Appendix G-5)

QUALITY OF LIFE (Recreation/Leisure; Public Library;
Arts/Culture; and Foundations/Funding Sources)

Assumptions

1. The lack of adequate seating and stage facilities has long hampered the performing arts on the Monterey Peninsula.
2. The diversity of cultural and ethnic background of our population provides both the need and opportunity to offer education and appreciation for the different arts/crafts.
3. The need for greater sensitivity and understanding of our diversity could be well served by a Conflict Resolution Office.
4. The library services that are presently available will be inadequate to cover the needs of non-military residents.
5. There will be a decrease in charitable giving and a loss of volunteers as a result of downsizing.
6. There will be a reduction in recreational activities as well as in the number of participants.
7. Community leisure and cultural services from adjacent cities will be inadequate to absorb the new population and will require expansion on the site. Stilwell Hall could be converted to a Military Museum.

Impacts Identified

1. Artists lack affordable live/work space, as a result they are forced to leave the area.
2. The closure or limitation to military use of the Chamberlin Library would leave the new population of the area without any library services. The facilities of Seaside and Marina are not large enough to serve the added demand.
3. Nineteen agencies reported a projected loss of revenue of almost \$600,000. The amount of volunteer time contributed by current military families and the numerical consequences of their departure is undetermined but the consensus is that it will be significant to various nonprofits.

4. City of Marina recreation activities could be negatively impacted by as much as 50 percent. Ft. Ord facilities will be similarly impacted. Seaside, however, is forecasting greater demand for existing community services. Museum with additional rooms for community meetings could augment the projected facility requirements.

Opportunities and Constraints Identified

1. The establishment of a Cultural/Theater Arts center which would include affordable live/work spaces would attract many new artists. Their works and performances would contribute to economic growth. Adapting some of the current buildings may also be practical.
2. The Monterey County Free Libraries Special District would take over the management of services to provide fully for all populations. If the military wishes to keep operating this library for their own use then another suitable building would be required in order to cover the needs of the total community.
3. Agencies/nonprofits working together to eliminate duplication of services and getting new residents involved and supportive will replace the contributions of the existing military personnel. In the short term area economic impact caused by changes at Ft. Ord will result in more competition for fewer dollars.
4. If the recreational facilities at Ft. Ord are not offered to the new growth then nearby facilities will be in greater demand and could produce new revenue for those cities. However, if the current range of facilities were opened up to the general public use, then fees collected would remain within those jurisdictions. The combined use by both military and others would require cost, staff and fee restructure. The capital outlay required to bring facilities/structures up to code may impose great hardship. In the case of Stilwell Hall the erosion which has taken place and which undermines the basic safety of the building may prove too costly to save the structure unless the Army restores it before conversion. The latter is very unlikely.

Recommendations

1. Establish a Cultural/Theater Arts Center to be managed jointly with a University and citizen

advisory committee. Include live/work space affordable to attract new artists. Note: A proposal for the establishment of a cultural center is included in the Task Force Master File located in the Seaside Public Library.

2. Provide Conflict Resolution Office to encourage harmony in the community.
3. Provide Chamberlin Library or replacement building to service all the library needs of the new population.
4. Coordinate and prioritize all services.

FAMILY RELATED SERVICES (Basic Subsistence; Emergency Services; Adults/Elders; Children; Family Planning; Financial Planning)

Assumptions

1. Women and children left behind by soldiers will need increased services such as: financial assistance, housing, counseling and day care. There will be a reduced labor pool when spouses connected to the military relocate. Also, local schools will lose funds as children of military leave the area.
2. Interim needs for protective services for children and adults will increase as a result of the stress related to these major changes.
3. There will be a loss of disaster support and other in-kind assistance support now received directly from Ft. Ord personnel. The most dramatic loss will be the MAST unit.
4. Family income will suffer the loss of employment for one or more wage earners.

Specific Information and Data

1. The responses of the human services survey: 250 questionnaires mailed, 64 returned, services listed as most impacted were; crisis intervention, the disabled, drug/alcohol abuse, elderly, family, health, job training, recreation and leisure, youth.
2. Total number of retired military served by all responding agencies 38,786 (largest number American Red Cross reported 19,491).

3. Number of active military served 23,286 (largest number American Red Cross, 14,804).
4. Number of civilian families served is 957 (largest number Salvation Army, 500).
5. Number of employed civilians served is 2,044 (largest number American Red Cross, 1950).
6. Number of military families served is 40,226 (largest number served by American Red Cross 30,490)
7. Problem indicators; decrease in job opportunities, increased evictions, increased demand for human service support systems.

Impacts Identified

1. Agencies identified negative impact on both financial support and loss of volunteer support.
2. The loss in revenue is approximately \$600,000. The loss in direct volunteer work is estimated at \$410,000.

Opportunities and Constraints Identified

1. Property could provide housing for the elderly, disabled, homeless, mentally ill. Space for warehousing surplus/ donated food.
2. Take over the existing childcare facilities and extend service to nonmilitary families.
3. The likely scenario is increased demand for services and decreased funding sources.

Recommendations

1. Arrange for Army to give maximum support to transition services. Clarify all continuing services to be provided by the Army for veterans and families.
2. Consider opportunities for conversion of existing housing units to low-cost units for retirees, etc. *Caution! Beware of locating too many such units in one area thereby creating a ghetto.
3. Establish central coordinating (CC) agency for all human services intake and referral activities. Appoint military and agency members to the CC agency and conduct public information fairs on

base to disseminate facts to military and civilian staff who will be affected.

SUPPORT SERVICES (Substance Abuse; Senior Systems; Suicide Prevention; Armed Services Retirees; and Disability Services)

Assumptions

1. Current testing of active duty personnel is adequate. It is more difficult to assess the number of abusing family members. Retirees contribute to the population of alcohol and drug abuse including prescription drugs.
2. The primary support organization for seniors is Silas B. Hays Hospital.
3. Adult Protective Services of the Department of Social Services is already understaffed. The lines will be longer and certain other services will be curtailed.
4. Many retirees are predicted to move away as a result of downsizing services at Ft. Ord. Numerous organizations depend on volunteers from this population base.
5. Child and espousal abuse is a larger problem than suicide. Currently Ft. Ord provides shelters. Suicide among the elderly is relatively high, and many go unreported.
6. Retirees who depend on services such as income tax preparation and casualty assistance will be unserved once these base offices close. The Veterans Assistance Office will be sought to replace the services that the Armed Services retiree organizations once provided.
7. The disabled population most affected will be senior citizens. If they remain in the area, other entities will be needed to pick up those services.

Specific Information and Data

1. Specific numbers of individuals in substance abuse treatment not available.
2. Ten to fifteen percent of the clients served by Adult Services are retired military and 10 percent are family members.

3. Military retired and their families total more than 17,000 in the Monterey County Area.

Impacts Identified

1. Cities and County agencies will need to insure that effective drug programs are in place and available to the population that remains and replaces the military.
2. Increased demand for hospitals and doctors to replace services at base hospital.
3. Training for added staff to cover the needs of Adult Protective Services must be planned now to assure critical quality services.
4. In-Home Supportive Services (provided by Department of Social Services) is growing an average of 14 percent per year. This growth will offset any decline in demand as a result of downsizing. Ten percent of IHSS providers are from the dependent population at Ft. Ord.
5. Many nonprofits will have to spend resources recruiting and training replacement volunteers.
6. Suicide "hot line" may get more calls.
7. Increased workload in Veterans Services Office.
8. Disabled services in the community will need to replace those currently onbase.

Opportunities and Constraints Identified

1. Community based substance abuse programs have the potential to grow. Services need to be consolidated to be more efficient in serving affected populations.
2. Meeting rooms, treatment facilities, hospital rooms could be made available to community based programs. Those buildings in noncompliance with current codes could receive waivers if safety is not compromised.
3. The Volunteer Center for Monterey County is the best resource to redress the loss in volunteers.
4. A Geriatric Center established at Ft. Ord and tied into a graduate program at the new University would be a tremendous asset to the total community.

5. Accessibility of facilities to serve the disabled will be a challenge.

Concepts Evaluated

1. Collaboration/consolidation of substance abuse programs will be necessary.
2. Natividad Medical Center could benefit greatly from CHAMPUS.
3. Community-based agencies could benefit from utilizing the Volunteer Center.

Alternatives

1. Agencies will "network" better, resulting in pooled resources.
2. A grant should be pursued through the Department of Defense to address substance abuse programs/services.

Recommendations

1. Agencies which provide substance abuse intervention/treatment should develop a coordinated plan. The Monterey County Drug and Alcohol Advisory Committee could be the conveners. Pursuing grants and pooling resources are only two methods of funding such an effort.
2. Realignment of human services delivery system to meet funding constraints and burgeoning caseload.
3. Medicare Assignment Program be developed to assist seniors in paying for doctor visits.

ADVOCACY/ASSISTANCE

Assumptions

1. The Judge Advocate General's office will be reduced to three or four attorneys.
2. Downsizing and/or closure will create large numbers of civilian unemployed.
3. Unemployed civilians may experience debt problems.

Impacts Identified

1. The legal services/needs of the remaining active and retiree populations will not be met by the reduced number of attorneys.
2. Increased demand for the services of mediator/arbitrator will result from landlord/tenant evictions and other dispute resolution problems.
3. A need for credit counseling and employment placement services will be realized.
4. Provisions for Aids testing and elderly health care must be established if the hospital closes.

Opportunities and Constraints Identified

1. Advocacy services will be extremely important with the changes at Ft. Ord but they do not require an on base facility in order to be effective.
2. A voucher program for client purchase of legal services from the local bar.
3. The DoD should provide an interim office to aid the civilian unemployed during job transition.

Recommendations

1. DoD should provide additional legal staff either on base or at one of the existing military installations.
2. A job placement and employment training service should be instituted for those persons who become jobless due to closure.
3. Credit counseling services need to be provided.
4. A Geriatric Care unit for retirees should be established.
5. Establish HIV testing service for remaining military at Silas B. Hays or elsewhere in the area.
6. Establish an Information and Referral service to which civilian unemployed can be directed.

PUBLIC SERVICE PANEL

Introduction

The Public Service Panel divided into four working subcommittees: Law Enforcement, Fire Service, Emergency Medical Services, and Disaster Relief. Each subcommittee met multiple times to outline the anticipated impacts based on the assumptions provided.

The following were identified as impacts by each of the subcommittees:

Law Enforcement - As the military withdraws and access to formally restricted areas open, policing activities will increase; the antiquated roadway system will cause delays in responding to police emergencies; limited access to Ft. Ord from surrounding communities will spread available staffing and increase response times; police agencies will experience increased responsibilities with diminishing resources; and explosive ordnance problems will likely increase while military assistance with these problems will decrease.

Fire Service - The loss or potential downsizing and relocation of the Military Assistance to Safety and Traffic (MAST) will greatly affect the services provided by the Fire Service related to prehospital care; the water distribution system is inadequate for fire-flow; there will be a loss of mutual aid services currently being provided by Ft. Ord; designation of State Responsibility Area and Local Responsibility Area will need to occur to include the island currently undefined along Reservation Road at East Garrison; cost issues will need to be addressed in the form of both additional equipment and personnel as the Federal Fire System is removed from the boundaries; and many existing structures on Ft. Ord do not meet the Uniform Building and Fire Code requirements.

Emergency Medical Services - The loss of the military ground ambulance service at Ft. Ord will impact the community because a private ambulance provider will need to assume those responsibilities; and, the potential loss or downsizing and relocation of the MAST Program will greatly affect patient care.

Disaster Services - The downsizing of Ft. Ord will create a loss of services for disaster preparedness. The proposed Regional Training Facility will provide excellent areas for disaster and emergency services training. Plans need to be made to develop a County Disaster Plan that includes the Post boundaries. This plan needs to be tested periodically to ensure its

success. The replacement population should be targeted to enhance the numbers of disaster workers. Due to the lack of information available from the County's Disaster Coordinator, details are not included in this report.

LAW ENFORCEMENT

Assumptions

1. Ft. Ord will downsize leaving a military enclave of approximately 4,645 military and dependents. The total number of active military and dependents living and working in Monterey County after the Ft. Ord downsizing is complete is projected to be 16,934.
2. The Federal Police will provide law enforcement services to the military enclave maintaining operating procedures and mutual aid agreements similar to those now existing on Ft. Ord and other military installations on the Monterey Peninsula.
3. The responsible jurisdictions (Marina, Seaside and Monterey County), will not have the necessary resources to expand law enforcement services to the vacated areas of Ft. Ord prior to those areas being developed, thus will handle police problems with existing personnel.
4. As the vacated property is developed and the population increases, the responsible jurisdictions will increase law enforcement services as needed.
5. Existing buildings on Ft. Ord, to include the stockade and barracks, may be available for a confinement facility and a 200 bed facility for minors.

Specific Information and Data

1. A letter from Federal Police Chief Ray Warren is on file in the Task Force Master File. He indicates his agency currently polices a residential population at Ft. Ord of approximately 42,000 with an average shift of 29 officers and supervisors. Although not indicated in the letter, it is believed his officers deal with most of the traditional police problems found in civilian communities.
2. The stockade seems to be well maintained and physically sound. It is spacious and consists of

individual and dormitory cells, offices, visiting area, exercise yard, chapel and kitchen. Though not designed for maximum security prisoners, it would be adequate as a minimum to medium security prison.

Impacts Identified

1. As the military withdraws and access to formerly restricted areas open up, policing impacts will include:
 - a. Housing areas become targets for homeless, homesteaders, trespassers, vandalism, and arson.
 - b. Rugged terrain and hazards such as the impact areas will attract trespassers creating search and rescue problems.
 - c. Vacant buildings and unpopulated areas create opportunities for crime, i.e., narcotics trafficking, gang activity, vehicle code violations, theft and others mentioned above.
2. Antiquated roadway system will cause delays in responding to police emergencies.
3. Limited access to Ft. Ord from surrounding communities will spread available staffing and increase response times.
4. Police agencies will experience increasing responsibilities with diminishing resources.
5. Explosive ordnance problems will increase and military assistance with these problems will decrease.

Opportunities and Constraints Identified

1. Existing facilities can be used for regional police training. Examples include the pistol, rifle and shotgun ranges, and the MOUT Facility and its classrooms.
2. The confinement facility can be upgraded to meet the standards for a regional jail. Cost has been estimated from a low of \$1.5 million to a high of \$5 million.
3. Housing can be converted for use as a juvenile confinement facility.

4. With the development of the base, responsible jurisdictions will be able to expand police services.
5. The ability to consolidate County Communications in one facility could be a tremendous advantage.

Concepts Evaluated

1. The Ft. Ord Stockade was examined by the Monterey County Sheriff's Department. Personnel toured the building and developed a report which can be found on file in the Task Force Master File.
2. The Probation Department currently provides supervision for 111 minors. Ideally, placement should be within the County as family reunification is the ultimate goal. However, due to limited resources, high cost of property, and high property rental fees, many are placed throughout the State. The Probation Department would like to develop a 200 bed facility that would provide housing for Monterey County minors. Their report is on file in the Task Force Master File.

Alternatives Developed, Compared, and Prioritized

1. Each jurisdiction provides traditional law enforcement services within its area of responsibility.
2. Agreements between jurisdictions to provide limited or total contract services to each other. Agreements could be for total law enforcement services for one or more of the jurisdictions involved, or for more specific, limited services such as patrol time or investigative assistance.
3. Privatisation of police services as a supplement to or replacement for governmental services. A local example would be the security services provided on Del Monte properties.
4. Expansion of reserve programs and use of volunteers to provide law enforcement services.
5. Formation of a special police district encompassing the current Ft. Ord boundaries.

Recommendations

1. Police services to the vacated areas of Ft. Ord should be provided the Federal Police until the

property is sold off, developed or otherwise occupied. Whenever the areas are turned to civilian use, and revenues increase to the two cities and the County, police resources can be increased to meet the demand.

2. Improvement of roads and access to the base should be part of the development effort to accommodate increasing traffic and allow for reasonable police response times.
3. The impact areas and other high hazard areas must be controlled by the Federal Government until safe for civilian use. None of the adjacent jurisdictions would be able to provide adequate security for these areas.
4. A housing area or barracks be given to the Probation Department for use as a confinement facility for minors.
5. Further examination of the Stockade be made for possible use by the County as an adult confinement facility.

FIRE SERVICES

Specific Assumptions

1. It is possible that the MAST Program may be downsized and relocated to Ft. Hunter-Liggett.
2. Ft. Ord Fire Department will provide fire protection services to the military enclave maintaining operating procedures and mutual aid agreements similar to those now existing on Ft. Ord and other military installations on the Monterey Peninsula.
3. The responsible jurisdictions (Marina, Seaside and Monterey County), will not have the necessary resources to expand fire services to the vacated areas of Ft. Ord prior to those areas being developed, thus will handle fire service with existing personnel. While Ft. Ord is not included in the Salinas Rural Fire District, annexation to a state responsibility fire district or creating a county service area to provide protection in unincorporated areas should be considered. Note: a state responsibility area provides wildland fire protection only on a limited basis, with no structural protection.

4. As the vacated property is developed and the population increases, the responsible jurisdictions will increase fire services as needed.
5. Existing buildings and land on Ft. Ord to include the MOUT/Impossible City, Monterey County Wildland Fire School acreage, and the 25 acre facility across from the ammo supply point #69 should be available for a regional fire service training center. Multiple letters of support and reports on the development of a regional Training Center are on file in the Task Force Master File.
6. Current structures on Ft. Ord do not meet State Building Codes and will have to be upgraded prior to use.
7. The water system on Ft. Ord will need extensive evaluation and improvement to be able to provide fire protection to meet State minimum standards.

Specific Information and Data

1. For comprehensive information and data on the MAST program, see Emergency Medical Services.
2. Water flow in the residential areas should be a minimum of 1,500 to 2,000 gallons per minute. In the most remote housing area it was reported to be 400 to 500 gallons per minute.
3. Fire hydrant spacing appears adequate for reuse of existing structures on Post. The water map indicates appropriate gridding and looping of the water system.
4. Ft. Ord Fire Department is a signatory to the Monterey County Mutual Aid Plan.

Impacts Identified

1. For comprehensive impacts identified for the MAST Program, see Emergency Medical Services.
2. The water distribution for fire protection is inadequate in areas of Ft. Ord, to include newer residential areas.
3. The downsizing of Ft. Ord will probably result in downsizing or elimination of the fire department. This will impact the neighboring communities and the County as a whole in the loss of firefighting personnel and equipment.

4. The need exists to reexamine land boundaries to ensure that all property will be covered by a jurisdiction's fire protection service.
5. Use of existing structures on Ft. Ord by non-Federal agencies will result in a cost to upgrade the structures to meet current building and fire standards.

Opportunities and Constraints Identified

1. For a comprehensive outline of the constraints/opportunities related to the MAST Program, see Emergency Medical Services.
2. The lack of water flow will effect reuse of existing structures on Ft. Ord.
3. Reuse will be effected by existing buildings which do not meet building and fire codes.
4. A Regional Fire Training Center should be established on Ft. Ord. The areas being examined include the MOUT Training Facility in Impossible Canyon with the adjacent portion of Wildcat Ridge and Pilarcitos Canyon over to Skyline and Lookout Ridge, along with the 25 acre parcel west of the Ammo Supply Point #69 on Barloy Canyon Road.

Concepts Evaluated

1. MAST Program
2. Water Distribution
3. Mutual Aid
4. Islands Created by Annexation
5. Classification of Areas Regarding Agency Responsibility
6. "Caretaker" Fire Protection by Ft. Ord Fire Department
7. Regional Fire Training Facility
8. Fire Safety Standards

Alternatives Developed, Compared, and Prioritized

1. If the alternatives for the MAST Program found in the Emergency Medical Services section are not

obtained, then the following alternatives to the provision of the MAST program included:

- Monterey County Sheriff's Department expand into air ambulance rescue and transport services
 - depend on the U.S. Coast Guard for the provision of the service
 - hire a private contractor to provide the service
 - have a public agency or group of public agencies apply for surplus helicopter from the military and contract for operation and maintenance of services in the region
 - depend on other military installations such as LeMoore Naval Station or Ft. Irwin
 - discuss the possibility with other state wide agencies (e.g., California Highway Patrol, California Department of Forestry) to provide the service
 - develop a regional joint powers authority to offer such services
 - any combination of the above Methods of funding the service were not discussed in detail, however a cost sharing approach would be the most logical means to finance the operation of this service at a local or regional level.
2. A cursory initial investigation has revealed inadequacies in fire-flow to various areas of the reservation. Of particular concern are low fire-flows available to some of the new residential areas, in particular Abrahms Park, Schoonover Park, and Fredericks Park.

Without a detailed analysis of the entire system it is difficult to determine the reasons for the inadequate fire-flows. The water system maps were provided for subcommittee member review. The fire-flow pressures are inadequate due possibly to substandard mainsizing or inadequate gravity feed and pumping facilities.

3. All of the fire agencies within Monterey County including Ft. Ord Fire Department are signatories

to the County's Mutual Aid Plan and provide assistance to other agencies when requested.

4. There is currently at least one island of unincorporated property along Reservation Road in the vicinity of the East Garrison that is the responsibility of no fire protection authority. Ft. Ord is not included in the Salinas Rural Fire District.
5. As portions of the current military reservation are transferred from the Department of Defense to other jurisdictions and as annexations occur, the land being transferred should be designated either State Responsibility Area or Local Responsibility Area. This designation is made by the California Board of Forestry at the recommendation of the local California Department of Forestry and Fire Protection Administrative Unit. A state responsibility area provides wildfire protection and no structural protection.
6. If any portions of the post are abandoned and are to remain unused for a period of time, it is imperative that Fire Protection is maintained in the form of either Federal Fire Protection Agency or the provision of contracts with local agencies. The cost impacts of providing the additional protection both in the form of additional equipment and personnel shall be considered if fire protection is transferred to neighboring jurisdictions.
7. For many years regional fire agencies have used undeveloped portions of Ft. Ord for wildland fire training. When closure was announced, the Monterey County Fire Chiefs Association began discussing the concept of developing a regional fire training site on the reservation. The County Chiefs formed a subcommittee whose mission is to determine the best location for fire service and rescue training, to make recommendations to the membership, and to explore the means of securing such a site. The training site would serve at a minimum Monterey, San Benito, and Santa Cruz counties. The Fire Chiefs have been in contact with both state, federal and other emergency service agencies, and have received their support. Fire agencies are amenable to shared use of the MOUT/Impossible City site with law enforcement.
8. Many of the existing structures particularly in the older portions of the post, do not meet

current building or fire standards. Any reuse or rehabilitation of existing structures on the post that would be outside the Federal jurisdiction will require upgrades to meet current Uniform Building and Fire Codes requirements.

Recommendations

1. That a committee be established immediately to develop the necessary plans for the replacement of the MAST Program.
2. The Utilities and Infrastructure Advisory Group investigate the water distribution for fire protection and an engineering analysis be done of the entire system.
3. All current automatic and mutual aid agreements continue in full effect and the reciprocity of mutual aid agreements be examined to assure mutual benefit of all agencies participating is secured.
4. During annexation or as property is transferred from the Department of Defense to other jurisdictions no unprotected islands of land should remain. An analysis should occur to consider existing unprotected areas and determine the appropriate jurisdictional responsibility.
5. As portions of the current military reservation are transferred from the Department of Defense to other jurisdictions and as annexations occur, the land being transferred should be designated either State Responsibility Area or Local Responsibility Area.
6. Fire protection be maintained throughout the entire post.
7. The land areas of the MOUT/Impossible City and adjacent portion of Wildcat Ridge and Pilarcitos Canyon and the 25 acres west of the ammo supply point on Barloy Canyon Road are earmarked to be developed as a Regional Fire Training Facility.
8. The Uniform Building and Fire Codes set the standards for anyone considering reuse of current structures for nonmilitary uses.

EMERGENCY MEDICAL SERVICES

Assumptions

1. Upon the relocation of MEDDAC, ambulance service on Ft. Ord will cease to be provided by the Department of Defense.
2. Private ambulance services will supplant the ambulance service currently being provided by MEDDAC on Ft. Ord.
3. The Department of Defense will maintain ground ambulance service for military personnel at Ft. Hunter-Liggett.
4. It is possible that the MAST Program may be downsized and relocated to Ft. Hunter-Liggett.
5. MAST services are available at Ft. Lewis, Wa.
6. Ingress and egress on the Ft. Ord property will be open at all gates and to all traffic.

Information and Data

1. Ambulance coverage on Ft. Ord. The military base provides its own ambulance service within the boundaries of post property. Ambulances are staffed and operated by Silas B. Hays Hospital. Both emergency and transfer services are provided. Silas also operates the ambulances at Ft. Hunter-Liggett.

A private ambulance firm operates both emergency and transfer services in the communities surrounding Ft. Ord and Ft. Hunter-Liggett. This includes response to the Presidio of Monterey, La Mesa Village, and the Naval Postgraduate School.

Using national standards which have been reaffirmed with local figures, one 9-1-1 emergency call is received for each 10,000 resident population, one per each 7,500 daily use population, and one per 6,000 special event.

2. MAST Services. The military helicopter program MAST (Military Assistance to Safety and Traffic) has provided the Central Coast with search, rescue, and air ambulance service since the 1970s. The MAST Program is operated by the 237th Medical Detachment of the Bayonet Combat Support Brigade. Two helicopters are staffed each day with a pilot, copilot, medic, and crew chief.

These personnel are trained to provide helicopter response throughout the Central Coast Region. The helicopter's hoist capability is the most needed and critical tool carried on the MAST helicopter. This tool aids the overwater and rescues. Approximately 100 times a year MAST responds to civilian emergencies. Civilian helicopters available in the Bay Area do not provide hoist services.

Ft. Hunter-Liggett has been dependent on MAST for its transport of patients to Ft. Ord hospital. Since the population at Ft. Hunter-Liggett will rise, the need to transport patients will remain. Ft. Hunter-Liggett is at a minimum 90 minutes by ground ambulance to a full-service hospital. During the period between June 1989 and October 1991, seventeen flight reports were examined. During this period the 237th Medical Detachment transported 163 military personnel from the Ft. Hunter-Liggett Dispensary to Silas B. Hays or other civilian hospitals. The extent of the patient's illness and injuries were documented as head trauma, acute heart attacks, anaphylactic shock, internal bleeding, etc. It is possible that some of these patients would not have lived if they had been transported by ground ambulance.

Impacts Identified

1. Loss of military ground ambulance on Ft.Ord.
2. Potential loss or downsizing and relocation of MAST program.

Opportunities and Constraints Identified

1. Ambulance service will have to be provided within the Ft. Ord boundaries. The coverage would have to be equivalent to the surrounding communities which currently have paramedic level service at the eight minute 90 percent emergency response requirement.
2. Hoist helicopter service is essential to the Central Coast Region. The Coast attracts thousands of surfers and scuba divers from all over the world. These water enthusiasts can become disabled and need to be rescued. Once the victim is recovered by a diver who has been brought to the location by MAST, the hoist is used to lift the victim out of the water and transport to an awaiting ground ambulance for treatment and transport to the hospital. The

same is true in the Los Padres National Forest. Thousands of hikers each year transverse the Forest from the Big Sur Coast to the Arroyo Seco Gorge. The hoist is frequently used to rescue injured hikers from areas only reached by foot.

Concepts Evaluated

1. Private ambulance service will incorporate Ft. Ord into the County's ambulance delivery system.
2. Helicopter services with hoist capabilities need to be provided on the Central California Coast.

Alternatives Developed, Compared, and Prioritized

1. Ambulance service to Ft. Ord. Given the current call volume and response time requirements, it is possible that the current ambulance system design will be able to be expanded to include Ft. Ord without adding ambulances. It will be necessary to locate the ambulance somewhere near the Main Gate in order to provide service on post and maintain service in the surrounding communities. Additional ambulances might be necessary if ingress/egress on Ft. Ord is not improved and if the response time requirement can not be met with the existing coverage.

The geography of Ft. Ord makes it a difficult area to cover. The current locations of the different housing areas are wide spread. Dependent on the use of the Ft. Ord property it is unknown whether a fee-for-service based system will fully support the expense of the additional ambulance(s).

First responder service by fire and/or law enforcement will also need to be provided throughout the post at the current community level. This level is a 48 hour training program taught by the County's EMS Agency.

The current medical radio coverage for ambulances should be sufficient to provide service on post though it should be noted that the current post phone service will need to be upgraded so residents and visitors may access 9-1-1 from any post phone.

It is expected that retirees and their dependents will utilize the local community hospitals with the closure of Silas B. Hays. These patients will from time to time need to be transferred

north to Bay Area hospitals for specialized care. It can be projected this will increase the number of transfers provided by the local ambulance company. Dependent on the proposed use of Ft. Ord, this new population will also utilize the community hospitals and therefore need the specialized services of out-of-county hospitals.

2. MAST Services. In the absence of MAST, the Coast Guard helicopter will support the Coast. Its response takes greater than one hour and it can not support the Forest or Lake areas.

It is very unlikely that hoist capabilities will ever be present on a civilian helicopter. The hoist is cost prohibitive due to liability insurance alone. If a helicopter does not have hoist capabilities the risks to the rescue divers increase tremendously. Divers may be dropped into the water but can not be pulled from the water. They and their victim-clients(s) must wait to be rescued by water craft. Victims will have a delay in reaching definitive patient care and the rescue divers chance becoming additional victims. Many small helicopters located the Central California Coast can not participate in any over the water activities because of their size.

Currently MAST provides rescue services of injured victims for the Sheriff of Monterey County. Victims are hoisted out of the Forest or off of cliffs instead of being hiked out. The MAST departure will increase overtime cost to the Sheriff for the time it takes to hike a victim out. In addition, there will be a delay in the victim receiving definitive medical care as it often takes the Sheriff's Search and Rescue Team over one hour to mobilize with onscene times dependent on location. Ambulance personnel are required to perform emergency treatment on rescued patients and therefore do not participate in cliff or forest rescues, for if they are injured or incapacitated, patient care is then compromised.

Recommendations

1. Private ambulance service be allowed to incorporate Ft. Ord into the County's ambulance delivery system. The County will need to amend ambulance contracts to include the Fort's boundaries and decide appropriate response times based on actual ingress and egress and population

centers. This property should also be incorporated into County Service Area #74, which provides a benefit assessment for countywide paramedic services.

2. The private ambulance companies be kept aware of all use plans for Ft. Ord so that resources can be made available as the Post begins to change its population.
3. The phone system should be upgraded to an enhanced 9-1-1 system.
4. The ambulance companies be made aware of any housing that might become available so that ambulances may be stationed within Post boundaries.
5. First responder services within Post boundaries be maintained at the community level.
6. The MAST Detachment should be permanently located at Ft. Hunter-Liggett. An immediately available helicopter from Liggett will reach the Central Coast in a timely manner and will also be able to service the Forest and Lake.
7. The MAST helicopter's radio system needs desperately to be upgraded. Technology has made advances in this area and this needs to be reflected in the system installed on the aircraft. Currently MAST personnel can talk to a very limited group of rescuers. Often critical information must be relayed between parties in order to get to the Incident Commander and medical personnel on scene. Radios are available to allow direct transmission to all responding ground and water units.
8. MAST remaining at Ft. Hunter-Liggett also requires a strengthening of the civilian and military relationship. Regular meetings should be held between the civilian MAST Coordinator and the Detachment's Commander. By training together, the two communities will be able to enhance their relationship, maintain safety standards, and save lives.

APPENDIX G-1

G-1

Appendix G-1

Health, Human & Public Services Advisory Group Fort Ord Task Force

Land Use Proposals

The Health, Human and Public Services Advisory Group has recognized legitimate requirements for land and facilities utilization of Ft. Ord after scale-down by the Department of Defense. The requirements are as follows:

Health Services

- a. Silas B. Hays Hospital.
It is recommended that the hospital remain open to serve the area DoD people, but be resized to a 60-bed acute care facility together with a family practice clinic and ancillary outpatient services. Even with the inclusion of dental and optometric clinics, significant surplus space would be available, hence it is proposed to encourage other DoD and Federal entities, such as the Veterans Administration, to take advantage of the opportunity. The Sixth Army Headquarters Group (approximately 200 people) should consider locating in the facility.
- b. Dental & Optical Clinics.
Propose combining dental clinics into Hays Hospital and disposing of present structures to private dental services or other appropriate uses.
- c. Troop Medical Clinic.
Anticipate that this may be retained as part of the Presidio Annex or made available to an educational facility.
- d. Veterinary Clinic & Stables.
Recommend soliciting requests for proposals from regional public and private groups to develop an equestrian center.

Human Services

- a. Our first suggestion applies to all the structures that presently exist on the Base. Legislative relief in the form of amending or exempting from present codes those building requirements that California would impose on new structures, which in fact the federal standards did not meet; therefore some buildings are substandard to state codes as presently written.

- b. Stilwell Hall has historical value, a beautiful view and the potential to be the site of a military museum which can also serve as a community facility. The building requires structural support to mitigate the problem of erosion which has taken place already and the continued threat of additional damage in the future. If structural support is not practical, consideration should be given to relocating the building to a safer site.
- c. Cultural/Theater Arts Center to be jointly managed by the proposed San Jose State University-Monterey Peninsula and an advisory committee of local residents. The facilities to include a variety of educational focuses to span preschool to graduate students, to encompass the widest range of ethnic diversification. The Center would include a Conflict Resolution Office with emphasis on promoting understanding of our different cultures. The focus on respecting others and learning techniques which would help us get along better would service as a deterrent to gangs, etc.
- d. Geriatric Center for study and treatment located at Ft. Ord in conjunction with State University graduate program (Andrus School at USC). Regional programs for working with aged population could include military retirees.
- e. The Chamberlin Library could be converted to civilian use under the management of the Monterey County Free Libraries Special District. If this facility is unavailable another building could be converted in order to cover the library needs of the surrounding communities.
- f. The parks and recreational facilities which exist presently could be turned over to the County Department for oversight.

Public Services Panel

- a. Regional Fire Training Center. Requirement of the Federal Emergency Management Agency, Monterey County Fire Chiefs Association, and the Monterey County Peninsula Airport District for a regional fire training site on the Ft. Ord Reservation. This training site would serve as a minimum Monterey, Santa Cruz, and San Benito counties and has the potential of becoming a national training center for wildland, urban, and other types of firefighting. Specific

requirements are set forth in detail with map for site location in the final report.

- b. **Regional Law Enforcement Training Center.**
Requirements of area police and law enforcement agencies and the Federal Bureau of Alcohol, Tobacco, and Firearms for a regional law enforcement training center. It is possible that some parts of this facility could be co-located with the Regional Fire Training Center. Specific requirements are set forth in the final report.
- c. **Closed Detention Facilities.**
Requirement of the Federal Bureau of Prisons and the Monterey County Sheriff's Department for use of the closed detention facility at Ft. Ord to house either Federal or County offenders. It is realized the facility under consideration is currently in a substandard condition and would require substantial renovation and upgrading to become habitable with concurrent expenditure of considerable funds. However, the requirement does exist and is recognized by this advisory group. The requirements are set forth in detail in the final report.
- d. **Closed Detention Facility for Minors.**
Requirements of the Monterey County Probation Department for use of a 200-bed facility that would provide housing for minors. This facility (barrack dormitories or a building cluster) would provide housing for all minors currently in placement, would provide for family reunification, continuity of care and education, reduction in current expenditures, while at the same time contributing to the local economy. The requirements are set forth in the final report.
- e. **Quarters for Housing Ambulance Services.**
Requirements of private ambulance service for housing to station ambulance services in centralized location to minimize the emergency response to the Ft. Ord property and neighboring communities.

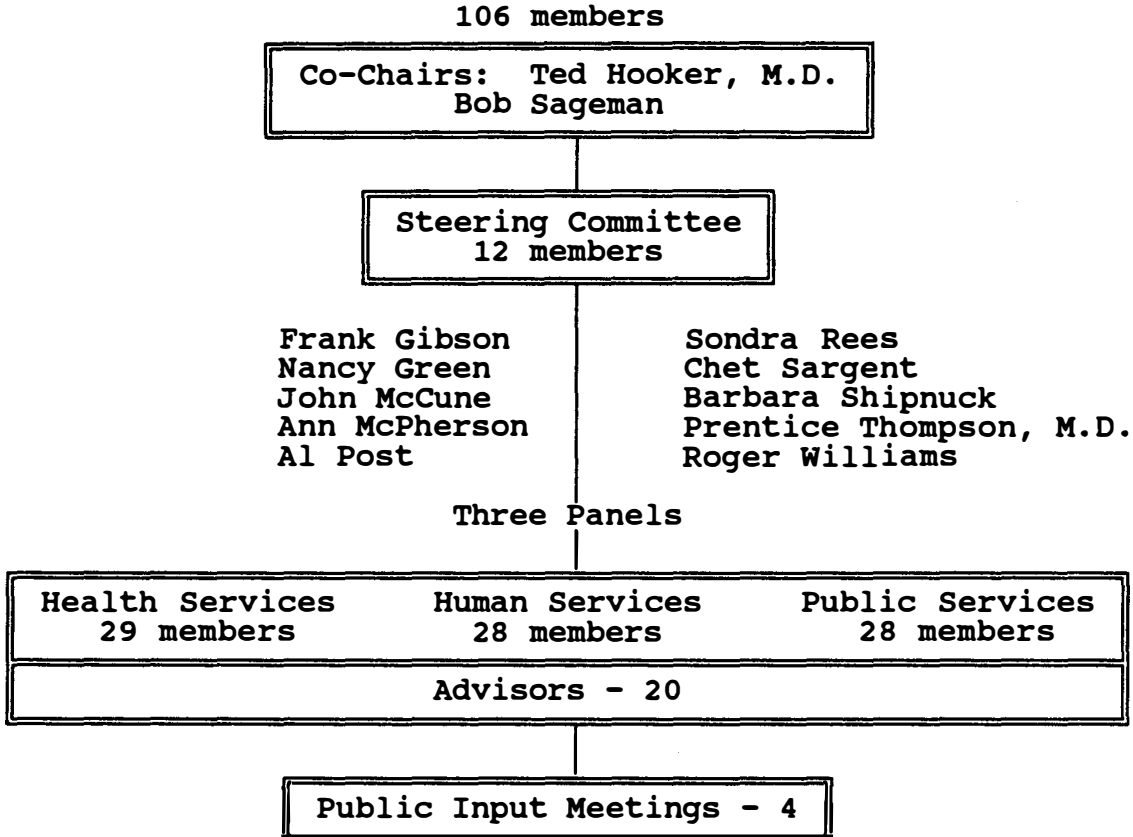
APPENDIX G-2

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Appendix G-2

Health, Human & Public Services Advisory Group
Fort Ord Task Force

ORGANIZATIONAL CHART



Services include, but are not limited to:

- Health - Hays Hospital, clinics, public health preventive medicine, veterinary services, insured and managed care;
- Human - Retirees, child care, legal aid, community and family services, recreation;
- Public - Police, fire, emergency medical, disaster preparedness.

APPENDIX G-3

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FORT ORD TASK FORCE

445 Reservation Road Ste. E Marina, California 93933
(408) 384-0605 FAX (408) 384-6232



Lieutenant General James Moore, (Ret.)
Staff Coordinator

March 13, 1992

MEMORANDUM

FOR: Leon Panetta
SUBJECT: Silas B. Hays Hospital Upgrade Costs

1. This memo outlines information regarding hospital upgrade costs to include source of information and cost components.
2. An engineering study was done in 1987 by a firm in San Francisco to determine how the hospital could be upgraded to meet current seismic standards. The study concluded that upgrade was possible using the "base isolation" technique. The '87 costs were estimated at \$12.473 million at that time. The study also indicated that the upgrade could be done without major disruption of operations.
3. The Army Health Services Command updated all cost components of seismic upgrade and other needed components in order to meet OSHA, life safety, and accessibility standards. The total to do all this would be approximately \$53 million in FY '93 dollars.
4. Cost components would be:

Main facility:	<u>In Millions</u>
Seismic Upgrade	\$17.406
Mechanical Upgrade	19.966
Electrical Upgrade	2.053
Life Safety Upgrade	.575
"Other"	4.000
Contingency (10%)	4.902
Inspection and Overhead (7.5%)	4.044
	=====
	\$52.946

NOTE: I've taken some liberty with "other" to make total come out at \$53 million.

5. Bottom line is that seismic upgrade alone would not get structure up to other required standards on mechanical, electrical, OSHA, etc.

6. I've appended a draft memo from Col. Ludwig on the topic.

Jim Moore
Jim Moore

JM/am



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
HEADQUARTERS 7TH INFANTRY DIVISION (LIGHT) AND FORT ORD
FORT ORD, CALIFORNIA 93941-5000

DRAFT



Environmental Base Realignment and Closure Division

LTG James Moore, (Ret.)
Fort Ord Task Force
445 Reservation Road, Suite E
Marina, California 93933

Dear General Moore:

The purpose of this letter is to respond to your telephone call to Mr. Lupe Armas, the Deputy Director of Engineering and Housing at Fort Ord, regarding our proposed project to upgrade Silas B. Hayes Army Hospital.

Although a great deal of attention has been focused on the work required for seismic retrofit, the hospital will require other upgrades if it is to meet current life safety, OSHA and accessibility standards. The standby electrical, ventilation, medical gas distribution, fire alarm, fire detection, and energy monitoring systems are not adequate. The hospital does not provide barrier free access to the handicapped.

The Army developed a project to correct all of the above deficiencies and construct additional clinic space, which we estimated would cost \$58 million.

The DD Form 1391 provided to your office (the standard programming document used to request design and construction funding for construction projects exceeding \$300K) indicates how the \$58 million total cost estimated for complete upgrade of the hospital was broken out. This document was prepared anticipating inclusion in the Fiscal Year 1993 budget and the costs, which are shown in thousands of dollars, therefore, are indicated in 1993 dollars.

In addition to the costs indicated on the form for the clinic addition, approximately \$768K of the \$2,227 million indicated for support services would be needed for clinic additions. Therefore, the costs of upgrade could be reduced by approximately \$5 million if only systems and seismic upgrade was required.

DRAFT

-2-

Also attached is a copy of the base isolation study which was prepared in 1987 to evaluate the feasibility of using base isolation systems as an alternative to a more conventional structural strengthening. The cost estimate that accompanies the study indicates that the work would cost approximately \$12.5 million, which translates to approximately \$17.5 million in 1993 dollars.

The hospital was originally designed by Stone, Marraccini and Patterson of San Francisco. The general contractor for the project was Montgomery, Ross, Fisher.

The 'as built' drawings for the hospital consist of 440 reproducible drawings which we are currently being updated by a contractor. The updated drawings will not be available for three (3) or four (4) weeks. Because a set of drawing this large is very time consuming to produce, we recommend that copy of the updated plans be requested only when they become necessary for detailed technical review.

We have contacted the Office of the Surgeon General at the Department of the Army regarding your inquiries about joint use of hospitals at other installations or with other services. They indicated that, although some joint ventures exist between the military services, none have ever been consummated with other branches of the Federal Government or other organizations. Some joint uses have been proposed and planned with the Veterans Administration (VA) in Hawaii with the Army, and in Pennsylvania with the Navy, but they have not come fruition. Others are being considered in conjunction with base closure.

We did find that the services do have some working agreements with the VA in which existing hospitals near each other share work load in certain specific medical disciplines. There are also some special agreements whereby active duty soldiers receive care from the VA.

I hope the above information meets your needs. Please let me know if you need a full or partial set of the 'as built' drawings.

Sincerely,

Wesley A. Ludwig
Colonel, U.S. Army
Director of Engineering
and Housing

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APPENDIX G-4

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FORT ORD TASK FORCE
ACUTE CARE SUBCOMMITTEE OF THE HEALTHCARE COMMITTEE

ESTIMATED POPULATION OF REMAINING MILITARY PERSONNEL AND DEPENDENTS

A. REMAINING ACTIVE DUTY PERSONNEL:

7,247	- ACTIVE DUTY MILITARY AT MONTEREY COUNTY (INCLUDING FORT HUNTER LIGGETT)
1,323	- OTHER MISCELLANEOUS ACTIVE DUTY
8364	- ACTIVE DUTY DEPENDENTS THROUGHOUT MONTEREY COUNTY
<u>16,934</u>	- TOTAL ACTIVE DUTY PERSONNEL AND DEPENDENTS

B. RETIRED MILITARY PERSONNEL:

7,008	- RETIREES
10,505	- DEPENDENTS OF RETIREES
<u>17,513</u>	- TOTAL RETIRED PERSONNEL

C. TOTAL ACTIVE AND RETIRED PERSONNEL:

16,934	- ACTIVE DUTY PERSONNEL
17,513	- RETIRED PERSONNEL
<u>34,447</u>	- TOTAL PERSONNEL

Source: Information on Ft. Ord, Lt. General Moore (Ret),
5/7/92

FORT ORD TASK FORCE
ACUTE CARE SUBCOMMITTEE OF THE HEALTHCARE SUBCOMMITTEE

SILAS B. HAYS ARMY HOSPITAL
UTILIZATION STATISTICS - 1990
LESS ARMY ACTIVE DUTY AND DEPENDENTS AT FORT ORD

		<u>1990</u> <u>Admissions</u>	<u>1990</u> <u>Patient</u> <u>Days</u>
<u>ARMY</u>	ACTIVE DUTY/DEPENDENTS	200	820
	RETIRED/DEPENDENTS	1,703	7,324
<u>NAVY</u>	ACTIVE DUTY/DEPENDENTS	655	1,770
	RETIRED/DEPENDENTS	160	629
<u>COAST GUARD</u>	ACTIVE DUTY/DEPENDENTS	42	117
	RETIRED/DEPENDENTS	13	29
<u>AIR FORCE</u>	ACTIVE DUTY/DEPENDENTS	204	715
	RETIRED/DEPENDENTS	134	552
<u>MARINE CORP</u>	ACTIVE DUTY/DEPENDENTS	125	403
	RETIRED/DEPENDENTS	25	80
<u>FOREIGN</u> <u>NATIONALS</u>	ACTIVE DUTY/DEPENDENTS	64	127
	RETIRED/DEPENDENTS	0	0
<u>OTHERS</u>	ALL OTHER CATEGORIES	86	292
<u>TOTALS</u>	ACTIVE DUTY/DEPENDENTS	1,290	3,952
	RETIRED/DEPENDENTS	2,035	8,614
	OTHER	86	292
	<u>TOTAL</u>	<u>3,411</u>	<u>12,858</u>

Source: Silas B. Hays Hospital Discharge Records, 1990
 Compiled by USN LT. Yolanda McCarden and CHOMP
 Management Research Department

FORT ORD TASK FORCE
ACUTE CARE SUBCOMMITTEE OF THE HEALTHCARE COMMITTEE

ESTIMATED HOSPITAL BED NEED FOR REMAINING MILITARY PERSONNEL

A. ESTIMATED PATIENT DEMAND:

1990 ADMISSIONS	3,411
1990 PATIENT DAYS	12,858
1990 AVERAGE LENGTH OF STAY	3.8

B. ESTIMATED BEDS NEEDED:

BEDS NEEDED = PATIENT DAYS / 365

BEDS NEEDED = 12,858 / 365

BEDS NEEDED = 35.2

Workload Comparison

(Today vs. 1994)

	<u>Today</u>	<u>1994</u>
OBD	98	32
Admissions	30	10
Live Births	4	1.3
Clinic Visits	1280	422

Overall reduction of 67%.

Catchment Area Population

AD	23,070
Family Members (AD)	26,770
Retirees	7,810
Family Members (Ret)	9,581
Other	<u>2,243</u>
	<u><u>69,474</u></u>

40 mile radius per DEERS

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EXHIBIT 39

APPENDIX G-5

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FORT ORD TASK FORCE/SURVEY OF IMPACTED COMMUNITY SERVICES

PRIMARY AND IMPACTED SERVICES

Organization	Primary Services	Impacted Services
Alliance on Aging	Crisis; elderly, disabled health; family; job training	Elderly
Alzheimer's Association	Elderly; health; family	
American Heart Association	Health; youth	Youth
Arthritis Foundation	Health	
Beacon House	Drug	
Big Sur Health Center	Health	
Boy Scouts	Youth	
Boys and Girls Clubs	Youth; recreation	
CA Rural Legal Assistance	Crisis; disabled; health	
Candelaria American Council	All	Elderly, disabled family, job training
Center for Employment Training	Job Training	Job Training
Central Coast Community Health Health Care	Health	
Chartwell School	Disabled; youth	
Child Advocates of CA	Youth; drug	Drug
Childbirth Education League	Disabled	Disabled
Children's Services International	Family	Family
CHOMP/Day Treatment Program	Health	Health
Crisis Pregnancy Center	Crisis; Family; Youth	
Cystic Fibrosis Research, Inc.	Health	
Door to Hope	Family; drug	Drug
Family Resource Center	Elderly; family	Elderly, Family
Food Bank	Crisis; elderly; youth	Crisis

FORT ORD TASK FORCE/SURVEY OF IMPACTED COMMUNITY SERVICES

PRIMARY AND IMPACTED SERVICES

Organization	Primary Services	Impacted Services
Free Libraries/Adult Literacy	Family; job training; arts Recreation	Job training
Genesis House	Drug	
George L. Mee Memorial Hospital	Health	
Interim, Inc.	Disabled	
JK Memorial Swim School for the Disabled	Disabled	Disabled
Joblink	Job training	Job training
La Leche League	Health; family	Health
Legal Services for Seniors	Elderly; disabled; health	Elderly
March of Dimes	Disabled, Drug	
Marina Christian Pre-School	Family; youth	Family; youth
Meals on Wheels/Monterey	Elderly; disabled; health	Elderly; disabled; health
Meals on Wheels/Salinas	Elderly; disabled; health	Elderly; disabled; health
Men's Alternatives to Violence	Crisis	Crisis
Mission Trails ROP	Job training	Job training
Monterey Bay Christian School	Family; youth	Family; youth
Monterey Bay Girl Scout Council	Youth	Youth
Monterey County Red Cross	Crisis; health	Crisis
MPC/Supportive Services	Disabled; job training	Disabled; job training
Multiple Sclerosis	Disabled; health	
Community Services		
NPS/Family Support Center	Crisis; elderly; health; health; recreation	Crisis; health; recreation
Office of Employment Training/ Youth	Youth; job training	Youth

FORT ORD TASK FORCE/SURVEY OF IMPACTED COMMUNITY SERVICES

PRIMARY AND IMPACTED SERVICES

Organization	Primary Services	Impacted Services
Pacific Grove Public Library	Recreation	Recreation
Peninsula Outreach/Welcome House	Family	Family
Salinas Adult School	All	Family
Salinas Jaycees	Family; youth	
Salinas Public Library/Adult Reading Program	Crisis; drug; job training	
Second Chance Youth Program	Crisis; youth; job training; recreation	
Shelter Plus	Crisis; family	Crisis; family
Special Olympics	Disabled	Disabled
Sun Street Center	Drug	
Sunrise House	Crisis; family; youth; drug	
The Buddy Program	Family; youth	Youth
United Way	Other	
Villa Sera	Elderly	
Visiting Nurses; SHARE; Alzheimer	Elderly; disabled; health family; recreation	
Women's Crisis Center	Crisis; family; youth	Crisis
YWCA of the Monterey Peninsula	Crisis; family; youth	Crisis

FORT ORD TASK FORCE/SURVEY OF IMPACTED COMMUNITY SERVICES

POPULATION SERVED: ACTIVE MILITARY

Organization	Number Served	% of Population
Alzheimer' Association	6	0.8
American Red Cross	14,994	50.0
Boy Scouts	650	10.0
Family Resource Center	20	5.0
Food Bank	135	2.0
Free Libraries/Adult Literacy Program	3	3.0
La Leche League	20	4.0
Marina Christian Preschool	55	60.0
Men's Alternatives to Violence	5	5.0
Monterey Bay Girl Scout Council	125	7.0
Monterey County Red Cross	496	80.0
MPC/Supportive Services	2	0.5
NPS/Family Support Center	5,995	18.0
Salinas Adult School	48	5.0
Salinas Public Library Adult/Reading Program	15	4.5
Shelter Plus	4	0.5
The Buddy Program	13	21.0
YWCA	400	12.0
=====		
Total:	22,986	
Average:	1,277	
Count:	18	
Maximum:	14,992	
Minimum:	2	

FORT ORD TASK FORCE/SURVEY OF IMPACTED COMMUNITY SERVICES

FINANCIAL IMPACT

Organization	Loss of Revenue	Increased Expenses
American Red Cross	\$60,000.00	
Arthritis Foundation	\$10,000.00	
Boy Scouts	\$50,000.00	\$10,000.00
Chartwell School	\$40,000.00	
Childbirth Education League	\$ 500.00	
Door to Hope	\$ 6,370.00	\$ 4,000.00
Food Bank	\$ 1,000.00	\$ 3,000.00
La Leche League	\$ 40.00	
March of Dimes	\$ 2,500.00	
Men's Alternatives to Violence	\$ 400.00	
Mission Trails ROP	\$100,000.00	
Monterey Bay Christian School	\$73,780.00	
Monterey Bay Girl Scout Council	\$130,000.00	
Monterey County Red Cross	\$50,000.00	
MPC/Supportive Services	\$12,000.00	
Shelter Plus	\$ 4,750.00	\$18,000.00
United Way	\$40,000.00	
Women's Crisis Center	\$ 1,700.00	
=====		
Total:	\$593,040.00	\$35,000.00
Average:	\$ 32,213.00	\$ 8,750.00
Count:	19	
Maximum	\$130,000.00	\$18,000.00
Minimum	\$ 40.00	\$ 3,000.00

**ANNEX H
ENVIRONMENTAL
POLLUTION
CLEAN-UP**



H

Environmental Pollution Clean-up Advisory Group

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Environmental Pollution Clean-up Advisory Group

**Report to the Fort Ord Task Force
April 15, 1992**

An Assessment of Fort Ord Hazardous and Toxic Contamination and Cleanup

The Environmental Pollution Clean-up Advisory Group was organized as an advisory body by the Ft. Ord Task Force. Its mission was to recommend an orderly cleanup process while assuring environmental protection.

The Advisory Group's work culminated in an Assessment of Ft. Ord Hazardous and Toxic Contamination and Cleanup which included the following: 1) A map which delineates 12 areas comprising the entire 28,000 acres of Ft. Ord. Each of the areas was assigned an environmental ranking* based on criteria developed in cooperation with the Army; 2) Findings; 3) Recommendations to the Task Force; 4) Summary of the work completed.

Ranking scores were assigned to designated areas based on existing information and data. The ranking scores are not a measure of health risk or cleanup difficulty, but rather an indication of the amount of work necessary to obtain regulatory clearance for reuse. The ranking scores ranged from 0 to 11.

* Ranking scores ranged from 0, which certifies an area cleared of all environmental contamination, to 11, which is an area suspected of unidentified soil or water contamination. Many of the 12 areas encompass multiple contamination sites containing a variety of contaminants. The numbers assigned are subjective in nature and should be considered as a guide to relative complexity of environmental clearance processes that must be addressed, not of relative health or environmental risk.

We fully appreciated the cooperation and assistance from the following: Ft. Ord officials and staff (Colonel Wesley Ludwig, Lupe Armas, Howard Stark, James Willison and Jonathan Bauer); the County of Monterey; the City of Monterey; and, the City of Seaside.

OBJECTIVES AND ORGANIZATION

Goal

To offer assistance and recommendations on environmental pollution issues relative to the reuse/ recovery of Ft. Ord.

Objectives

1. Organize a Technical Advisory Group to include Federal, State, County, Cities, associations and

private sector.

2. Identify location of confirmed and suspected hazardous waste contamination.
3. Coordinate and advocate for Federal, State and local resources to achieve environmental cleanup.
4. Coordinate activities with other Advisory Groups and provide policy input to the Land Use Advisory Group.

A twelve member Advisory Group was selected by the Ft. Ord Task Force. The mission of the Environmental Pollution Clean-up Advisory Group was to oversee and accelerate the cleanup process while protecting the environment and the public. The membership encompasses a broad cross section of the community.

Entities represented are the League of Women Voters, African-American Men, the Sierra Club, the Monterey Peninsula Unified School District, the Salinas Chamber of Commerce, Marina City Council, LULAC, City of Salinas Fire Dept., Seaside City Management, Monterey County Health Dept., Marina County Water District, Monterey County Planning Commission, and the Monterey Bay Aquarium. Areas of expertise include marine biology, chemistry, hazardous waste site assessment, veterans affairs, commercial and land use laws, business, communications, water quality, hydrology, public safety, and city management.

Information was generated by holding public hearings, meeting with Army representatives and reviewing documents. This report includes the methodology, findings, summary and recommendations of the Advisory Group based upon present knowledge.

MEETINGS

The Environmental Pollution Clean-up Advisory Group attempted to keep the public informed of all of its discussions and decisions. All meetings were held in compliance with the requirements of the Brown Act which required public and media notification. The media often covered the meetings, even though public attendance was disappointing.

The Advisory Group held its first organized meeting in August 1991. Because of a very short timeline for members to educate themselves about Ft. Ord's hazardous and toxic waste contamination, the regulatory requirements of the cleanup, and efforts made by the Army in this process, the Advisory Group held two meetings shortly thereafter.

On September 4, 1991, the Advisory Group had a joint meeting with the Army at Ft. Ord. This was an all day meeting consisting of presentations by the Army and its consultants and a field trip to each of the Superfund contaminated sites.

On September 26, 1991 the Advisory Group conducted a public forum at the Monterey Conference Center. Presentations were made by Ms. Julie Anderson, Federal Environmental Protection Agency's Chief of Federal Facilities Enforcement Superfund, and Barbara Cook, Department of Toxic Substance Control, State of California.

Also on September 13, 1991, the Co-Chairs gave a progress report of the Environmental Pollution Clean-up Program to the Ft. Ord Task Force at the public meeting. At that time recommendation for federal legislation was made to Congressman Leon Panetta and members of the Task Force. This special effort was designed to make Ft. Ord toxic contamination cleanup more effective and less time consuming in order that reuse of Ft. Ord would become feasible.

Congressman Panetta sponsored two (2) Bills:

HR 2100 which set a time limit for Investigation and Testing/Remedial Action Plan of three (3) years was made a provision of the Defense Authorization Bill of FY 1992.

HR 4016 which requires all Federal facilities to identify all areas that are clean, and all for parcelization of the clean areas was introduced in November. There was a hearing on this Bill in March before the Energy and Commerce Committee. Final action by vote of the House of Representatives is expected momentarily.

The Advisory Group held public meetings on the following dates:

- August 19, 1991
Veterans Office, Marina
- September 4, 1991
Ft. Ord
- September 26, 1991
Monterey Conference Center, Monterey
- October 24, 1991, 9:30 a.m. - 12 Noon
1200 Aguajito Rd., Monterey
- November 14, 1991, 9:00 a.m. - 12 Noon

Monterey City Council Chambers, Monterey

- December 12, 1991, 9:00 a.m. - 12 Noon
Monterey City Council Chambers, Monterey
- January 23, 1992, 9:00 a.m. - 12 Noon
Seaside City Council Chambers, Seaside
- January 31, 1992, 9:00 a.m. - 12 Noon
1200 Aguajito Rd., Monterey
- February 12, 1992, 9:00 a.m. - 12 Noon
1200 Aguajito Rd., Monterey

The Advisory Groups's Toxic Contamination Classification Study Subcommittee met with the Army on January 17, 1992.

A subcommittee consisting of Marit Evans, Walter Wong, Frank Pierce, and Jon Jennings initiated the following meetings to review, discuss, and make recommended changes to the report:

June 1, 1992

Meeting with City of Marina, Mayor Edith Johnsen, Councilman Loyde Yates, and City Manager John Longley.

June 3, 1992

Meeting with Ft. Ord, Deputy Director Lupe Armas, Howard Stark, James Willison, Rod White, and Ms. Gail Youngblood.

June 4, 1992

Meeting with City of Seaside, Mayor Lance McClair, City Manager Charles McNeely, Acting Public Works Director Mike Bittner, and Fire Representative Frank Pearson.

The Committee held a public meeting on June 8, 1992, 2:00 p.m. at the Veterans Service Office, Marina to make final recommendations to the report.

STRATEGY REPORT

METHODOLOGY

Background

The method selected by the Advisory Group to provide a ranking that would indicate the complexity of cleanup for areas subject to possible reuse for the entire Ft. Ord facility is based on information by representatives of the U.S. Army and their consultants. It became apparent

during their first presentation of site data and progress report held on December 12, 1991, at Monterey, that the investigation phase was in its beginning stages. Therefore, hard data regarding contamination at over thirty suspected or confirmed sites would not be available to the Advisory Group in time for the February, 1992, final report date. Based on this understanding, the Advisory Group selected a subcommittee comprised of Walter Wong, Jon Jennings, and Frank Pierce, to meet with the Army representatives and their consultants in order to identify areas and sites where either contamination was identified, where investigation was being conducted, or contamination suspected. The Advisory Group approved a numeric contamination ranking system that was devised that applied to areas and sites.

During the subcommittee meeting held with the Army and its consultants at Ft. Ord on January 17, 1992, forty-one (41) sites were identified where contamination was suspected, under investigation, confirmed, or under remediation. Maps of Ft. Ord were provided and in conjunction with the Army, the facility was subdivided into twelve similar use areas, or areas where possible future specific reuse would most likely occur. Also discussed was the concept of applying the ranking process to the sites and areas along with the suggestion of including a numerical zero for areas or sites clear of any contamination.

The information gathered at the January 17th meeting was presented to the entire Advisory Group during a working session conducted on January 23, 1992, at Seaside City Hall. During this session revised ranking criteria were applied to all identified forty-one sites located within the twelve areas. This allowed the Advisory Group to identify areas with low scores indicating a possibility of early reuse as opposed to areas that may require extensive investigation and/or remediation, time, and expense.

Rankings gathered during the January 23rd meeting were drafted into a map which is included in this report. This ranking map was reviewed during the January 31 working session. The information analysis is subjective in nature and by combining numbers the score becomes quantitative. It was decided that, since the ranking numbers expressed subjective values and the score table summed quantitative results, a second column or ranking would be added to identify the highest subjective value for the worst site within each area. Using data presented in this manner would allow, for example, an area containing ten sites with only hydrocarbon contamination to be ranked 60 on the cumulative score ($10 \times 6 = 60$), with the contamination level being ranked 6 on a scale of 0 to 11. The converse

would be an area, for example, with suspected groundwater contamination being ranked with a cumulative score of 11 (1 X 11 = 11), with contamination level being ranked 11 for the worst condition.

A ranking of zero would be applied to areas or sites certified by the Army to be free of any soil and ground water contamination. Increasing ranking numbers would relate to increasing complexity of cleanup and/or investigation.

RANKING CRITERIA

RANK

- 0 Site/area certified as being cleared of all environmental contamination by activity review, inspection and testing.
- 1 Site/area certified cleared of all environmental contamination by activity review and inspection only.
- 2 Site/area certified cleared of all environmental contamination by past activity review only.
- 3 Site/area soil contamination removed for treatment and disposal, tested clear, no water contamination.
- 4 Site/area soil contamination remediated in place to safe levels, no water contamination.
- 5 Site/area underground water remediated to safe levels, no soil contamination.
- 6 Site/area soil contaminated with petroleum hydrocarbons only. No water contamination.
- 7 Site/area subsurface water contaminated with petroleum hydrocarbons only.
- 8 Site/area soil contamination with other material, (HVOC, pesticides, metals, etc.).
- 9 Site/area subsurface water contaminated with other (HVOC, pesticides, metals, etc.).
- 10 Site/area suspected soil contamination, unidentified.
- 11 Site/area suspected water contamination, unidentified.

The above scores are subjective in nature and should be considered only as a reuse guideline of relative

environmental cleanup complexity as applied within the context of the Advisory Group activity. They do not express or imply relative levels of health concern or reflect potential health risk to the general population presently on the base or populations that may be involved in future use. The combined scores attempt to reflect both quantitative and subjective analysis.

FINDINGS

Application of Ranking Criteria

Working closely with Army personnel, the Advisory Group divided the 28,000 acres of Ft. Ord into 12 relatively homogeneous areas, for example, housing, the airfield, the impact area. Within each area, however, there could be many smaller sites which are contaminated. And the contamination could be of the water or the soil and by different substances. Although the Army had started to inventory the contamination on the fort, it had not completed its work.

Faced with insufficient information, the Environmental Protection Agency decided to list the entire fort for Superfund cleanup. This had the effect of equating areas that were almost certain to be free of contamination with those known to be contaminated.

Ranking areas that had not been investigated by the Army posed a special problem to the Advisory Group. So, to be on the safe side, the Advisory Group decided to assign a base ranking of 21 to all 12 areas. This is the sum of 10 for possible soil contamination plus 11 for possible water contamination. It was hoped that these rankings would have a beneficial side effect; prompting the Army to hasten certification of those areas that are expected to be free of contamination.

Although the EPA has designated all of Ft. Ord as a National Priority List (Superfund) site, the majority of the property, according to the Army preliminary assessment and literature review, does not appear to be contaminated. However, by incorporating all of this information, the Advisory Group was able to rank each of the 12 areas. A Table of Ranking Criteria was developed in which each criterion was assigned a numerical value. If an area contained multiple sites, the ranking values of each site were added together.

For example, a site where testing is complete and which is suspected of soil contamination is assigned a ranking of 6. If, in addition, water contamination by petroleum is suspected, an additional ranking of 8 is

assigned. Thus, its total ranking would be 14. This demonstrates that the assigned numbers should be assigned individually rather than cumulatively.

The accompanying map is an example of the application of the ranking criteria applied to the 12 areas that were arbitrarily defined. Numbers within individual sites correspond to the type of contamination anticipated by Army personnel and consulting investigators. The data had first been compiled in an undated Ft. Ord RI/FS progress document appended to this report. The document was furnished to the Advisory Group by the Army on January 17, 1992. We anticipate as land use decisions are made and further information becomes available, these boundaries will change.

Area Listing

(Describe)

1. Ft. Ord Enclave
2. Impact areas
3. Beach Ranges
4. Inland training area
5. East Garrison
6. Fritzsche Airfield
7. Educational Reuse area
8. Urban Industrial
9. Abrams Park
10. Fredericks Park
11. Schoonover Park
12. Patton Park

DESCRIPTION OF PROCESS

The entire Ft. Ord has been declared by the Federal Environmental Protection Agency as a Superfund site. There are presently identified to be forty one (41) known sites of concern. The Army presently only has data on seventeen (17) of these sites.

Each of the twelve (12) areas designed by the full Advisory Group was assigned a total score. This was based on the data available based on field investigation, literature search, testing by the army, and the number of concern sites as defined by Superfund.

The scores per site range from 0 to 11. Each area may have more than one site. The lower the score within an area the fewer constraints in the area.

This area and cleanup classification system is to identify the magnitude of the problem and what must be

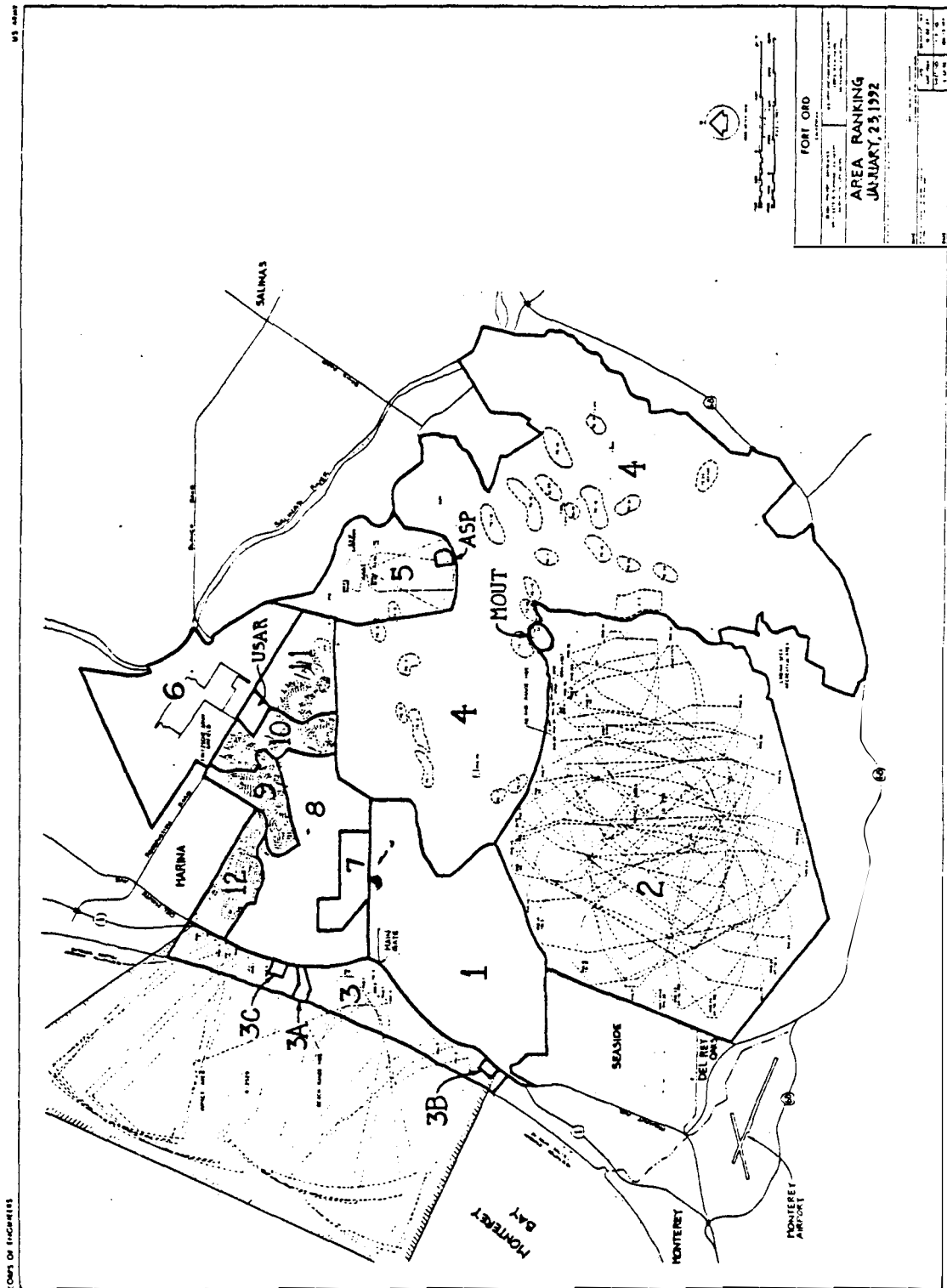
done to clear the area or parcel for reuse. Thus, the area and potential users of the property must recognize that the constraints caused by the toxic and hazardous contamination must be fully addressed before it can be used.

Under this methodology a site or area with a high score could be considered in short term reuse if the contaminated area or site can be certified safe by the Federal, State, and local agencies. For example, in the event a small contaminated site that can be isolated and fully contained from the larger uncontaminated area, it might be certified safe for reuse.

ENVIRONMENTAL CLEANUP ZONE RANKING

<u>Area No.</u>	<u>Area Description</u>	<u>Area Score</u>	<u>Worst Site Score</u>	
1	FT. ORD ENCLAVE			
	Base Score -	21 points		
	Site 33 -	21 points		
	Site 37 -	21 points		
	Site 11 - 6+7 =	13 points		
	Site 10 - 8+0+6 =	23 points		
	Site 24 - 6+7+8+9	30 points		
	Site 21 -	10 points	= 139	30
2	IMPACT AREA (firing ranges)	Too high to evaluate		
2A	SEASIDE CITY LINE			
3	BEACH RANGES			
	Super Fund 3-Base score -	21 points		
	Site 1 -	10 points		
	Site 2 -	9 points		
	Site 3 -	10 points		
	Site 4 -	10 points	= 60	10
4	INLAND TRAINING AREA			
	Base Score -	21 points		
	Site 8	10 points	= 31	10
5	EAST GARRISON (barracks)			
	Superfund - Base score -	21 points		
	Site 29 - 10+10 =	20 points		
	Site 30 - 10=10 =	20 points		
	Site 31 - 10+11 =	21 points		
	Site 32 -	8 points	= 90	21
6	FRITZSCHE AIRFIELD			
	Superfund - Base score -	21 points		
	Site 34 - 10+10 =	20 points		

	Site 35 -	10+10 =	20 points		
	Site 36 -		6 points		
	OUI -		4 points	=	71 20
7	EDUCATION REUSE AREA				
	Base Score -		21 points		
	Site 22 -		10 points		
	Site 14 -	6+7+9 =	22 points		
	Site 23 -		6 points		
	Site 17 -	10+11 =	21 points	=	80 22
8	URBAN INDUSTRIAL Superfund-Majority-				
	Base score-		21 points		
	Site 15 -		10 points		
	Site 16 -		20 points		
	Site 20 -	8+6 =	14 points		
	Site 25 -		7 points		
	Site 38 -		7 points		
	Site 18 -		9 points		
	Site 19 -		10 points		
	Site 13 -	10+10 =	20 points		
	Site 12 -		9 points		
	Site 28 -		10 points		
	OU2 -	(landfill)	9 points	=	146 20
9	ABRAMS PARK (No sites listed-housing)				
	Base Score -		21 points	=	21
10	FREDERICKS PARK (No sites listed-housing)				
	Base Score -		21 points	=	21
11	SCHOONOVER PARK (No sites listed-housing)				
	Base Score -		21 points	=	21
12	PATTON PARK (No sites listed-housing)				
	Base Score -		21 points	=	21
13	RESERVE CENTER (No sites listed)				
	Base Score -		21 points	=	21



COMP. OF IICGPR115

RECOMMENDATIONS

1. Public Health and Safety considerations require a presumption in favor of pervasive protection to the public whenever there is insufficient information to ascertain if an area is environmentally safe or unsafe. The Environmental Pollution Clean-up Advisory Group has received favorable cooperation from all involved military personnel. Nonetheless, there are many areas of Ft. Ord where insufficient information has been received or where insufficient information is presently available to ascertain whether an area is environmentally safe. Areas in which the environmental risks are presently unknown may swiftly be eligible for transfer to or use by the public if further study reveals that area is clear of environmental hazards. The Environmental Pollution Clean-up Advisory Group recommends that:

Since the EPA has designated all of Ft. Ord a NPL site areas where insufficient information has been received are required by current regulation to be considered environmentally unsafe until adequate proof of environmental safety is established and certified by the EPA.

2. Remediation of environmental hazards below currently utilized regulatory levels, or findings of safety premised upon currently available limits of detection, does not preclude future injury from risks presently unidentified or unknown. All risks of any such future determination or detection should be borne by the hazard producer regardless of when determined or detected. The Environmental Pollution Clean-up Advisory Group recommends that:

Notwithstanding any agreements with purchasers or users of Ft. Ord property to shift or allocate environmental risks, all known environmental risks should be revealed to the purchaser/user in writing prior to purchase or use.

The transferor should be continuously liable for all know, all unknown and all unrevealed environmental hazards existing at the time of sale or transfer regardless of when or how such hazards may be determined.

Requirements imposed by 42 U.S.C. § 9620(h) and section 28 of the Ft. Ord Federal Facility Agreement, U.S.E.P.A. Docket No. 90-14 be met.

3. Applicable federal and state regulatory standards regarding environmental hazards may or may not be based upon the most current available scientific information. Cur-

rent information may suggest different or improved safety standards. Local decisions cannot lawfully reduce currently applicable regulatory standards; however, local decisions can include consideration of new information. The Environmental Pollution Clean-up Advisory Group recommends that:

In addition to presently applicable regulatory standards, all involved local regulatory agencies, local governments and local discretionary decision makers should utilize the most current available credible scientific information to assess and act upon environmental hazards at Ft. Ord.

4. Determinations of environmental safety have both quantitative and subjective dimensions. The Environmental Pollution Clean-up Advisory Group has attempted to scale both subjective and quantitative factors in devising its multiple ranking criteria for evaluation of Ft. Ord properties. The Advisory Group recommends that local agencies consider the following:

All Ft. Ord properties subject to potential transfer should be rated by local land use agencies pursuant to the multiple ranking criteria.

That no property with either a subjective or quantitative ranking in excess of five should be made available for transfer or use by others until remediation or current credible scientific analysis has caused each rating to be four or below.

5. Ft. Ord is not one homogeneous entity, but rather, is an array of diverse ecosystems which have been subjected to various uses. The maps which have been available to the Clean-up Advisory Group have been relatively large scale and only generally identify existing and potential environmental hazards. The Environmental Pollution Clean-up Advisory Group recommends that:

As further information becomes available, DoD should provide maps that more closely identify areas of environmental hazards and areas which are environmentally safe.

Areas determined to be environmentally safe, and areas which are adequately remediated, should be made available for use by others at the earliest possible time.

6. Ft. Ord is presently designated as one contiguous cleanup site for purposes of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), 42 U.S.C. § 6__ , et seq., as amended or affected by the

Superfund Amendments and Reauthorization Act of 1986 (SARA), the Resource Conservation and Recovery Act (RCRA), the Hazardous and Solid Waste Amendments of 1984 (HSWA), U.S. Executive Order 12580, the Defense Environmental Restoration Program (DERP), 10 U.S.C. § 2701 et seq., the E.P.A. Federal Facilities Agreement, Docket No. 90-14, and other legislation, orders, and agreements (all jointly herein referred to as "The Superfund Laws"). The designation as one contiguous cleanup site presently prevents areas deemed to be environmentally safe from being released for sale or use by members of the general public until all areas are deemed safe. It is possible that some areas of Ft. Ord, such as the impact ranges, may never be environmentally safe in a reasonable time. Moreover, various areas of Ft. Ord have differing levels of environmental hazards so that different time frames are required for adequate remediation. The Environmental Pollution Clean-up Advisory Group recommends that:

The Superfund laws should be appropriately amended to allow areas of Ft. Ord to be made available for conveyance to or use by others prior to completion of environmental cleanup of all Ft. Ord (ie., to allow "parcelization").

7. Certain environmental hazards at Ft. Ord may constitute an immediate or significant threat to the safety of the general public or to surrounding areas. Other environmental hazards may constitute a threat to the immediate area but are unlikely to effect the general public or surrounding areas if securely isolated until remediation can be completed. Environmental health and economic health are important considerations of general area to be considered in ongoing efforts for cleanup and use of Ft. Ord. The Environmental Pollution Clean-up Advisory Group recommends that:

The first priority should be given to containment and cleanup. This should prevent the migration of hazards that constitute a significant or immediate threat to the surrounding areas so as to alleviate such threats.

Next, priority should be focused on securely cordoning isolated areas.

Cleanup should be prioritized so that those areas can be made available for transfer to or use by others at the earliest possible time.

8. Large areas of Ft. Ord are insufficiently analyzed so as to determine whether they are environmentally safe or unsafe. A public advisory committee should be convened to monitor the cleanup of Ft. Ord for a period of ten years

and pertinent documents be located at one central local location accessible to the public.

FOLLOW-ON REQUIREMENTS

1. Reconvene the Advisory Group as required to monitor cleanup progress at Ft. Ord.

APPENDIX H-1

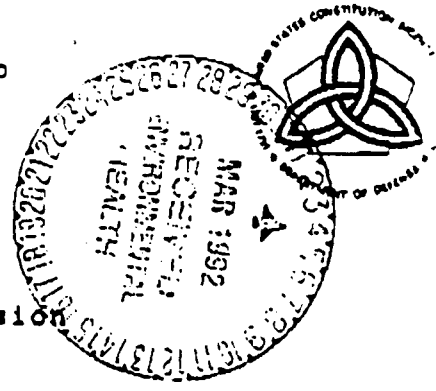
H-1



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS 7th INFANTRY DIVISION (LIGHT) AND FORT ORD
FORT ORD, CALIFORNIA 93941-5000

February 27, 1992



Environmental Base Realignment and Closure Division

Mr. Walter Wong
Fort Ord Task Force
Environmental Pollution Clean-up Subcommittee
445 Reservation Road, Suite E
Marina, California 93933

Dear Walter:

This is in response to your request for information regarding Army environmental clean-up efforts at Fort Ord. We understand you are preparing a Task Force report addressing a 'strategy for reuse and redevelopment of Fort Ord.' Specifically, as outlined in the January 31, 1992 Subcommittee meeting, you requested the status of our efforts directed toward expediting the clean-up process for re-use purposes.

The Army is committed to expediting the Environmental Restoration and cleanup of Fort Ord, within the framework of existing laws, available technology, and available resources in order to facilitate reuse and early disposal of surplus Federal property. The Secretary of Defense, Richard Cheney, has stated that he wants 'the Department of Defense to become the Federal leader in agency environmental compliance and protection'. Mr. Lewis D. Walker, the Deputy Assistant Secretary of the Army (Environment, Safety and Occupational Health), has established the following policy.

'The Army is strongly committed to accelerate disposal of properties in the Base Realignment and Closure program. Fort Ord and Fort Devens are examples of installations that have strong community interest in early disposal and reuse of parcels or all of the properties. It is incumbent on the Army to place strong emphasis on these installations to complete environmental restoration actions as expeditiously as possible'.

The Army has set two (2) goals: first, to clean up as much land as possible, as soon as possible (for early disposal) and second, to clean up all property (where possible) in time for disposal ahead of the July 10, 1997 base closure deadline.

We are currently working closely with the U.S. Environmental Protection Agency, California Regional Water Quality Control Board, California Environmental Protection Agency and our higher headquarters to develop a mechanism to release parcels of land at Fort Ord prior to completing clean-up of all potentially contaminated sites. We are also in the process of identifying parcels of land that are believed to be uncontaminated. We plan to evaluate these "clean" parcels using a mutually agreeable clean certification process currently being developed. The goal is to identify and certify parcels of land that are uncontaminated, which can then be released for reuse at an early stage, prior to clean up of all contaminated sites at Fort Ord. Fort Ord is further being used as a test case for this process and will be instrumental in developing a model for clean parcel release that can be applied at other installations on the National Priority List which are also scheduled for closure. The Army's goal is to have the first clean parcel identified and approved by the appropriate regulators within one year.

At this time, the Fort Ord Superfund Investigation is ahead of schedule by one month due to an early start of field investigation activities. During the final negotiation periods with EPA and the State of California on the work plans, Fort Ord felt comfortable enough with the Draft Work Plan that we gave the contractor notice to proceed with field work prior to finalizing the work plan. In addition to starting work ahead of schedule, Fort Ord made several changes in the overall investigative approach. Some of these changes are using a more inter-active and site specific concept, rather than a study zone and phased approach. These changes will result in more secondary reporting, but will also eliminate a primary deliverable and reduce the resulting review process. In addition, the U.S. Army Corps of Engineers hopes to be able to reduce contracting periods. We believe these changes will reduce the time needed to conduct the Remedial Investigation/Feasibility Study (RI/FS) by up to one year. We are optimistic that the changes in our approach to the process outlined above will allow us to complete the RI/FS within the recently established 36-month period, in keeping with legislative guidance.

We have provided you with site specific maps and lists identifying the 41 sites of known or suspected contamination (sites of concern) for your information. In the coordination meeting held on Jan 17, you developed the 12 zone concept for identifying land use zones and potential environmental risk ranking. During the meeting, you also developed a list identifying each 'site of concern' within each zone. We have been asked to confirm the location of each site within your 12 designated zones.

APPENDIX H-2

ACRONYMS

OU	=	Operable Unit
RA	=	Remedial Action
VOCs	=	Volatile Organic Compounds (solvents, etc.)
STP	=	Sewage Treatment Plant
RI/FS	=	Remedial Investigation/Feasibility Study
EDD	=	Explosive Ordnance Disposal
FFE	=	Flame Field Expedient
AAFES	=	Army & Airforce Exchange Services
DEH	=	Directorate of Engineering & Housing
DOL	=	Directorate of Logistics
UST	=	Underground Storage Tanks
DRMO	=	Defense Reutilization & Marketing Office
PCBs	=	Polychlorinated Biphenyls
FAA	=	Fritzsche Army Airfield
FAA STP	=	Fritzsche Army Airfield Sewage Treatment Plant
USAR	=	U.S. Army Reserve
MOUT	=	Military Operations in Urban Terrain
HQS	=	Headquarters
RNG	=	Range
LVDC	=	Light Vehicles Drivers Course
ENCLAVE	=	Cantonment Area Land to Be Retained by Army
RIF/GREN	=	Rifle/Grenade
GREN/ASSLT	=	Grenade/Assault
GREN/HE	=	Grenade/High Explosives
LRC IA	=	Leadership Reaction Course

APPENDIX H-3

H-3

**Remedial Investigation/Feasibility Study
Fort Ord, California**

	Site Number and Name	Status	Proposed Activity
1.	Ord Village Sewage Treatment Plant	No Data	Site Characterization
2.	Main Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
3.	Beach Trainfire Ranges	No Data	Site Characterization
4.	Beach Stormwater Outfalls	No Data	Site Characterization
5.	Range 36A	Site Characterization Complete	Remedial Investigation
6.	Range 39 (Abandoned Car Dump)	No Data	Site Characterization
7.	Range 40 & 41 (Fire Demonstration Area)	No Data	History Review
8.	Range 49 (Molotov Cocktail Range)	No Data	Site Characterization
9.	Range 39 (FFE Training Area)	No Data	Site Characterization
10.	Burn Pit	Site Characterization Complete	Remedial Investigation
11.	AAFES Fueling Station	Site Characterization Complete	Additional Site Characterization

**Remedial Investigation/Feasibility Study
Fort Ord, California
(continued)**

Site Number and Name	Status	Proposed Activity
12. Lower Meadow, DOL Automotive Yard, and Cannibalization Yard	Site Characterization Complete	Remedial Investigation
13. Railroad Right-of-Way	No Data	Site Characterization
14. 707th Maintenance Facility	Site Characterization Complete	Additional Site Characterization
15. DEH Yard	No Data	Site Characterization
16. DOL Maintenance Yard, Pete's Pond	No Data	Site Characterization
17. 1400 Block Motor Pool	UST Data Only	Site Characterization
18. 1600 Block Motor Pool	Site Characterization Complete	Additional Site Characterization
19. 2200 Block Facility	No Data	Site Characterization
20. South Parade Grounds 3800 Motor Pool, and 519th Motor Pool	Site Characterization Complete at all three sites	Additional Site Characterization
21. 4400/4500 Motor Pool, East Block	No Data	Site Characterization
22. 4400/4500 Motor Pool, West Block	No Data	Site Characterization

**Remedial Investigation/Feasibility Study
Fort Ord, California
(continued)**

Site Number and Name	Status	Proposed Activity
23. 3700 Motor Pool	UST Data Only	Site Characterization
24. Old DEH Yard	Site Characterization Complete	Additional Site Characterization
25. Former DRMO Site	Site Characterization Complete	Screening Risk Evaluation
26. Sewage Pump Stations - Bldgs 5871 and 6143	No Data	No Further Action
27. Army Reserve Motor Pool	No Data	Site Characterization
28. Barracks and Main Garrison Area	No Data	Site Characterization
29. DRMO	No Data	Site Characterization
30. Driver Training Area	No Data	Site Characterization
31. Former Dump Site	No Data	Site Characterization
32. East Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
33. Golf Course	No Data	Site Characterization
34. FAAF Fueling Facility	No Data	Site Characterization

**Remedial Investigation/Feasibility Study
Fort Ord, California
(continued)**

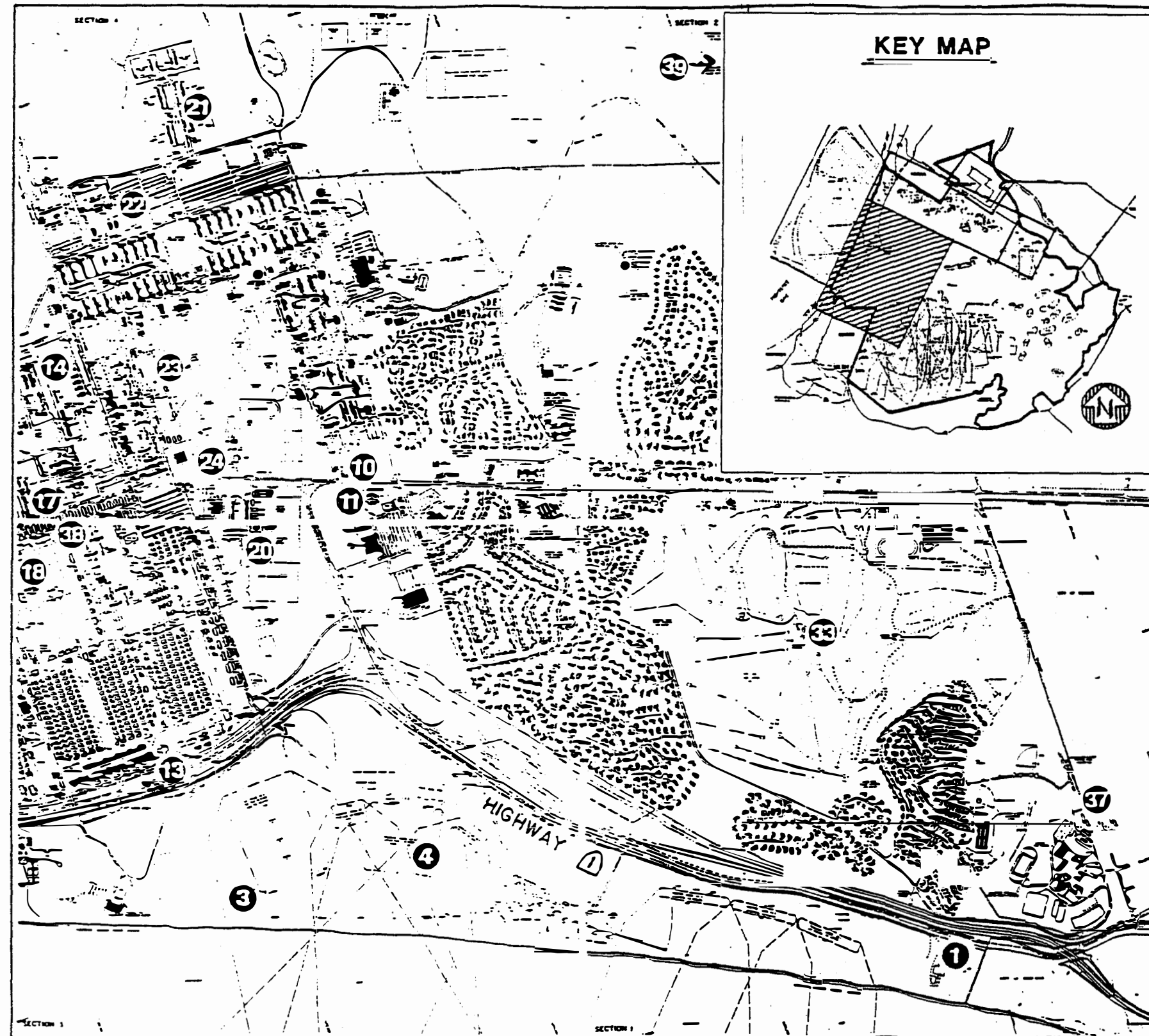
Site Number and Name	Status	Proposed Activity
35. Aircraft Cannibalization Yard	No Data	Site Characterization
36. FAAF Sewage Treatment Plant	Limited Data	Site Characterization
37. Trailer Park Maintenance Shop	Limited Data	Site Characterization
38. AAFES Dry Cleaners	Site Characterization Complete	1992 UST Removal
39. Impact Area	No Data	Research

BASEWIDE PROGRAMS

- o Background Soil and Groundwater Investigation
- o Basewide Hydrogeologic Characterization
- o Basewide Surface Water Investigation
- o Basewide Storm Drainage and Sanitary Sewer System Investigation
- o Basewide Biological Inventory

APPENDIX H-4

H-4

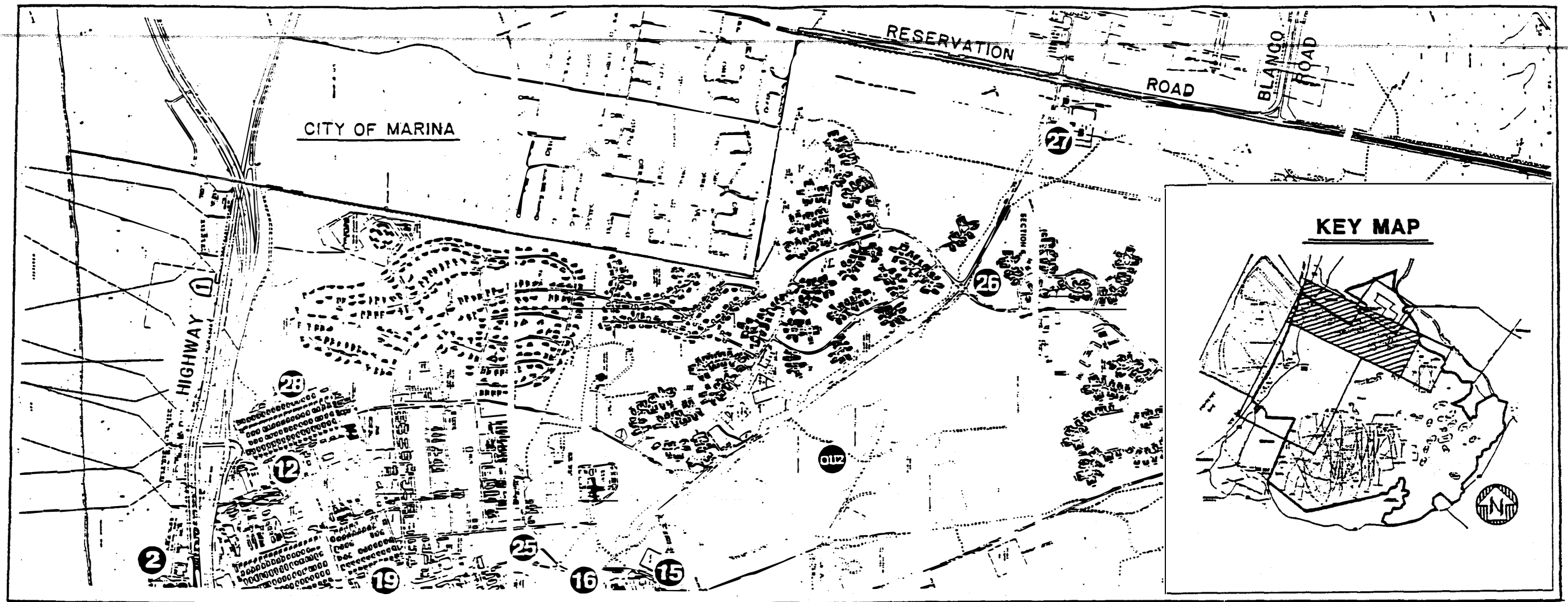


KEY MAP

LEGEND

SITE NUMBER AND NAME	STATUS	PROPOSED ACTIVITY
1. Ord Village Sewage Treatment Plant	No Data	Site Characterization
2. Main Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
3. Beach Trainfire Ranges	No Data	Site Characterization
4. Beach Stormwater Outfalls	No Data	Site Characterization
5. Range 36A (E00 Range)	Site Characterization Complete	Remedial Investigation
6. Range 39 (Abandoned Car Dump)	No Data	Site Characterization
7. Ranges 40 & 41 (Fire Demonstration Area)	No Data	History Review
8. Range 49 (Molotov Cocktail Range)	No Data	Site Characterization
9. Range 39 (FFE Training Area)	No Data	Site Characterization
10. Burn Pit	Site Characterization Complete	Remedial Investigation
11. AAFES Fueling Station	Site Characterization Complete	Additional Site Characterization
12. Lower Meadow OOL Automotive Yard, & Cannibalization Yard	Site Characterization Complete	Remedial Investigation
13. Railroad Right-of-Way	No Data	Site Characterization
14. 707th Maintenance Facility	Site Characterization Complete	Additional Site Characterization
15. DEH Yard	No Data	Site Characterization
16. DOL Maintenance Yard Pete's Pond	No Data	Site Characterization
17. 1400 Block Motor Pool	UST Data Only	Site Characterization
18. 1600 Block Motor Pool	Site Characterization Complete	Additional Site Characterization
19. 2200 Block Facility	No Data	Site Characterization
20. South Parade Grounds 3800 Motor Pool, & Cannibalization Yard	Site Characterization Complete at All Sites	Additional Site Characterization
21. 4400/4500 Motor Pool, East Block	No Data	Site Characterization
22. 4400/4500 Motor Pool, West Block	No Data	Site Characterization
23. 3700 Motor Pool	UST Data Only	Site Characterization
24. Old DEH Yard	Site Characterization Complete	Additional Site Characterization
25. Former DRMO Site	Site Characterization Complete	Screening Risk Evaluation
26. Sewage Pump Stations Bldgs 5871 & 6143	No Data	No Further Action
27. Army Reserve Motor Pool	No Data	Site Characterization
28. Barracks & Main Garrison Area	No Data	Site Characterization
29. DRMO	No Data	Site Characterization
30. Driver Training Area	No Data	Site Characterization
31. Former Dump Site	No Data	Site Characterization
32. East Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
33. Golf Course	No Data	Site Characterization
34. FAAF Fueling Facility	No Data	Site Characterization
35. Aircraft Cannibalization Yard	No Data	Site Characterization
36. FAAF Sewage Treatment Plant	Limited Data	Site Characterization
37. Trailer Park Maintenance Shop	Limited Data	Site Characterization
38. AAFES Dry Cleaners	Site Characterization Complete	1992 UST Removal
39. Impact Area	No Data	Research
001 FAAF Burn Pit		
002 Fort Ord Landfill		

SITE IDENTIFICATION MAP #1

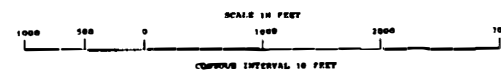


LEGEND

SITE NUMBER AND NAME	STATUS	PROPOSED ACTIVITY
1. Ord Village Sewage Treatment Plant	No Data	Site Characterization
2. Main Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
3. Beach Trainfire Ranges	No Data	Site Characterization
4. Beach Stormwater Outfalls	No Data	Site Characterization
5. Range 36A (EZO Range)	Site Characterization Complete	Remedial Investigation
6. Range 39 (Abandoned Car Dump)	No Data	Site Characterization
7. Ranges 40 & 41 (Fire Demonstration Area)	No Data	History Review
8. Range 49 (Molotov Cocktail Range)	No Data	Site Characterization
9. Range 39 (FFE Training Area)	No Data	Site Characterization
10. Burn Pit	Site Characterization Complete	Remedial Investigation
11. AAFES Fueling Station	Site Characterization Complete	Additional Site Characterization
12. Lower Meadow DOL Automotive Yard, & Cannibalization Yard	Site Characterization Complete	Remedial Investigation
13. Railroad Right-of-Way	No Data	Site Characterization
14. 707th Maintenance Facility	Site Characterization Complete	Additional Site Characterization

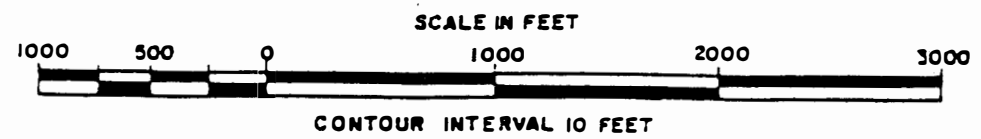
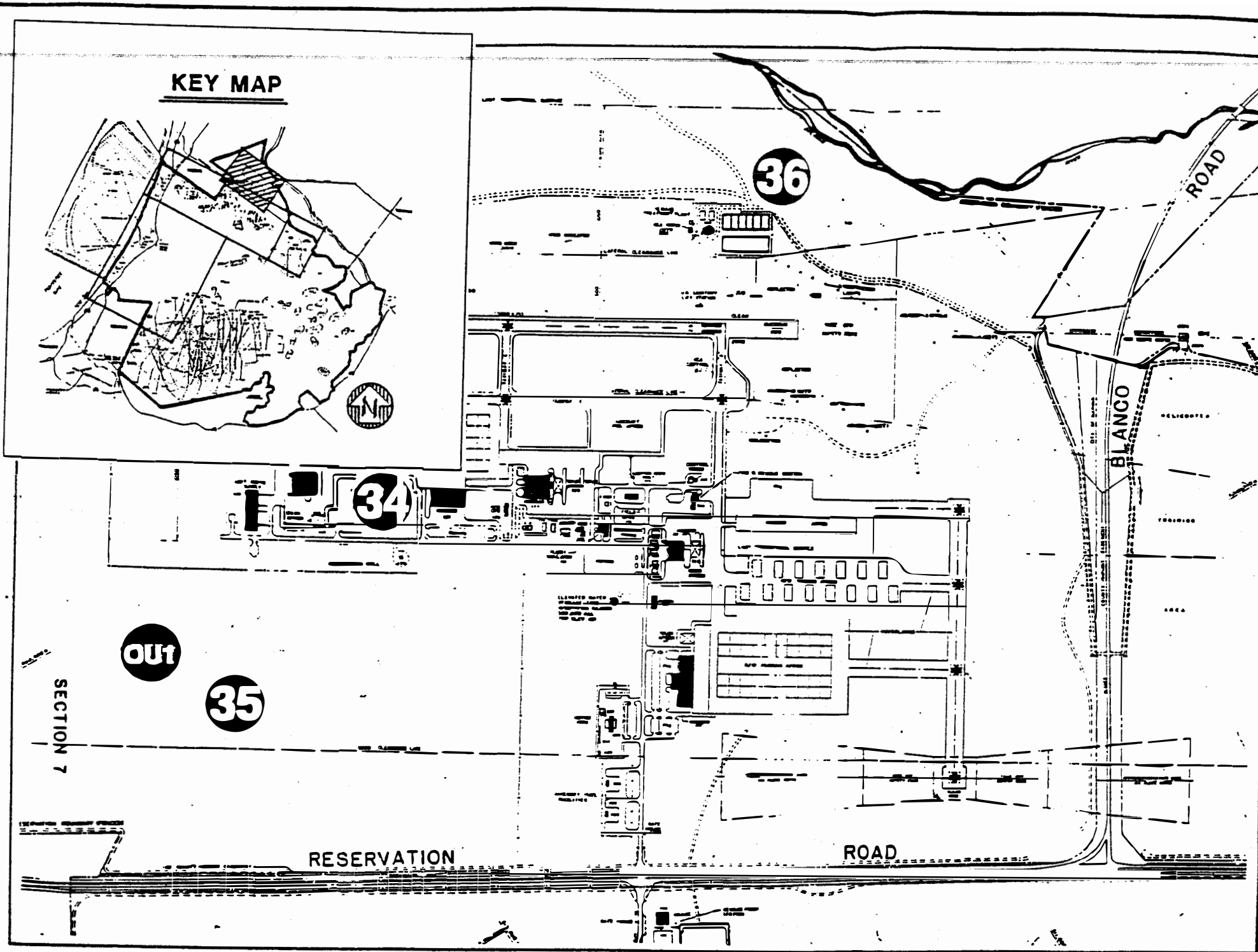
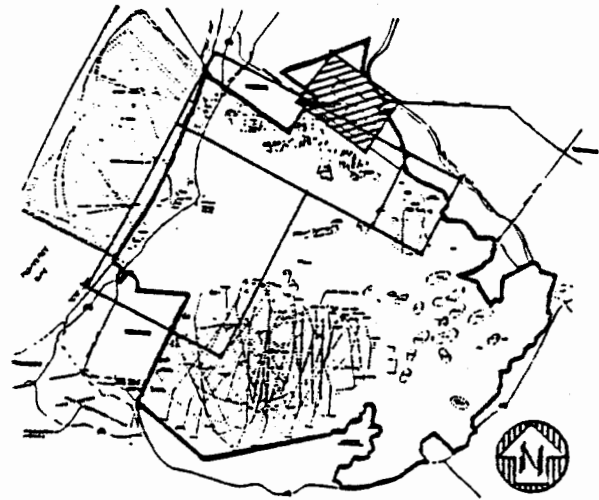
15. DEH Yard	No Data	Site Characterization
16. DOL Maintenance Yard Pete's Pond	No Data	Site Characterization
17. 1400 Block Motor Pool	UST Data Only	Site Characterization
18. 1600 Block Motor Pool	Site Characterization Complete	Additional Site Characterization
19. 2200 Block Facility	No Data	Site Characterization
20. South Parade Grounds 3800 Motor Pool, & Cannibalization Yard	Site Characterization Complete at All Sites	Additional Site Characterization
21. 4400/4500 Motor Pool, East Block	No Data	Site Characterization
22. 4400/4500 Motor Pool, West Block	No Data	Site Characterization
23. 3700 Motor Pool	UST Data Only	Site Characterization
24. Old DEH Yard	Site Characterization Complete	Additional Site Characterization
25. Former DRMO Site	Site Characterization Complete	Screening Risk Evaluation
26. Sewage Pump Stations Bldgs 5871 & 6143	No Data	No Further Action
27. Army Reserve Motor Pool	No Data	Site Characterization
28. Barracks & Main Garrison Area	No Data	Site Characterization
29. DRMO	No Data	Site Characterization
30. Driver Training Area	No Data	Site Characterization

31. Former Dump Site	No Data	Site Characterization
32. East Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
33. Golf Course	No Data	Site Characterization
34. FAAF Fueling Facility	No Data	Site Characterization
35. Aircraft Cannibalization Yard	No Data	Site Characterization
36. FAAF Sewage Treatment Plant	Limited Data	Site Characterization
37. Trailer Park Maintenance Shop	Limited Data	Site Characterization
38. AAFES Dry Cleaners	Site Characterization Complete	1992 UST Removal
39. Impact Area	No Data	Research
OUI FAAF Burn Pit		
OUI Fort Ord Landfill		



SITE IDENTIFICATION MAP #2

KEY MAP



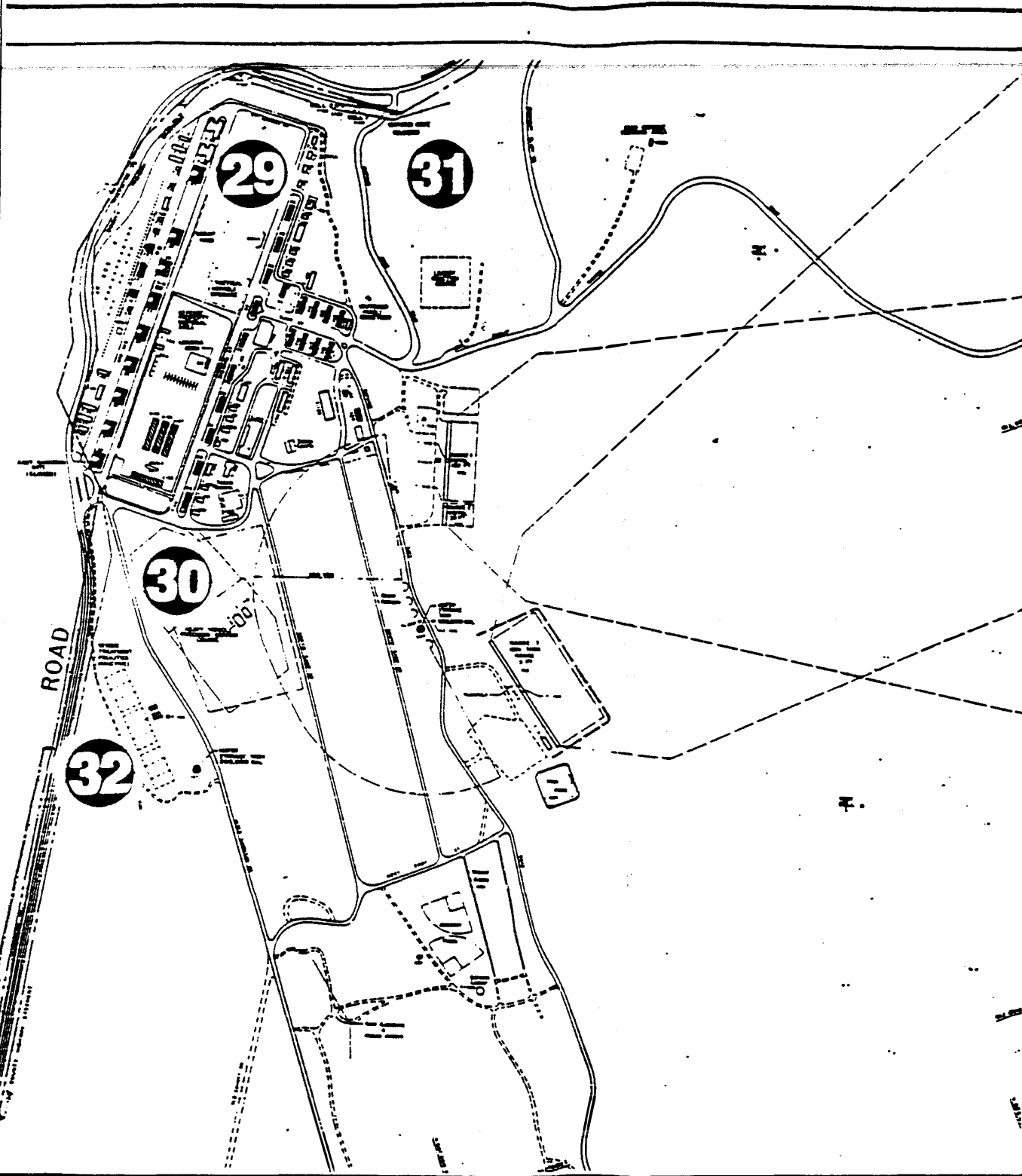
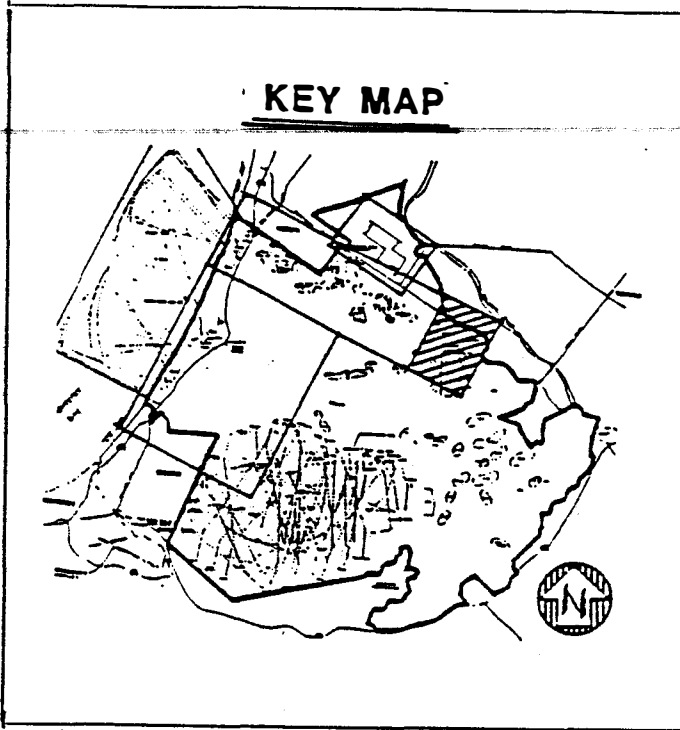
**SITE IDENTIFICATION
MAP #3**

LEGEND

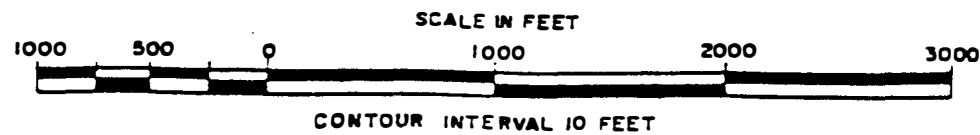
SITE NUMBER AND NAME	STATUS	PROPOSED ACTIVITY
1. Ord Village Sewage Treatment Plant	No Data	Site Characterization
2. Main Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
3. Beach Trainfire Ranges	No Data	Site Characterization
4. Beach Stormwater Outfalls	No Data	Site Characterization
5. Range 36A (E00 Range)	Site Characterization Complete	Remedial Investigation
6. Range 39 (Abandoned Car Dump)	No Data	Site Characterization
7. Ranges 40 & 41 (Fire Demonstration Area)	No Data	History Review
8. Range 49 (Molotov Cocktail Range)	No Data	Site Characterization
9. Range 39 (FFE Training Area)	No Data	Site Characterization
10. Burn Pit	Site Characterization Complete	Remedial Investigation
11. AAFES Fueling Station	Site Characterization Complete	Additional Site Characterization
12. Lower Meadow OOL Automotive Yard, & Cannibalization Yard	Site Characterization Complete	Remedial Investigation
13. Railroad Right-of-Way	No Data	Site Characterization
14. 707th Maintenance Facility	Site Characterization Complete	Additional Site Characterization
15. DEH Yard	No Data	Site Characterization
16. OOL Maintenance Yard Pete's Pond	No Data	Site Characterization
17. 1400 Block Motor Pool	UST Data Only	Site Characterization
18. 1600 Block Motor Pool	Site Characterization Complete	Additional Site Characterization
19. 2200 Block Facility	No Data	Site Characterization
20. South Parade Grounds 3800 Motor Pool, & Cannibalization Yard	Site Characterization Complete at All Sites	Additional Site Characterization
21. 4400/4500 Motor Pool, East Block	No Data	Site Characterization
22. 4400/4500 Motor Pool, West Block	No Data	Site Characterization
23. 3700 Motor Pool	UST Data Only	Site Characterization
24. Old DEH Yard	Site Characterization Complete	Additional Site Characterization
25. Former DRMO Site	Site Characterization Complete	Screening Risk Evaluation
26. Sewage Pump Stations Bldgs 5871 & 6143	No Data	No Further Action
27. Army Reserve Motor Pool	No Data	Site Characterization
28. Barracks & Main Garrison Area	No Data	Site Characterization
29. DRMO	No Data	Site Characterization
30. Driver Training Area	No Data	Site Characterization
31. Former Dump Site	No Data	Site Characterization
32. East Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
33. Golf Course	No Data	Site Characterization
34. FAAF Fueling Facility	No Data	Site Characterization
35. Aircraft Cannibalization Yard	No Data	Site Characterization
36. FAAF Sewage Treatment Plant	Limited Data	Site Characterization
37. Trailer Park Maintenance Shop	Limited Data	Site Characterization
38. AAFES Dry Cleaners	Site Characterization Complete	1992 UST Removal
39. Impact Area	No Data	Research
OUI FAAF Burn Pit		
OUI Fort Ord Landfill		

KEY MAP

LEGEND



SITE NUMBER AND NAME	STATUS	PROPOSED ACTIVITY
1. Ord Village Sewage Treatment Plant	No Data	Site Characterization
2. Main Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
3. Beach Trainfire Ranges	No Data	Site Characterization
4. Beach Stormwater Outfalls	No Data	Site Characterization
5. Range 16A (EOD Range)	Site Characterization Complete	Remedial Investigation
6. Range 39 (Abandoned Car Dump)	No Data	Site Characterization
7. Ranges 40 & 41 (Fire Demonstration Area)	No Data	History Review
8. Range 49 (Molotov Cocktail Range)	No Data	Site Characterization
9. Range 39 (FFE Training Area)	No Data	Site Characterization
10. Burn Pit	Site Characterization Complete	Remedial Investigation
11. AAFES Fueling Station	Site Characterization Complete	Additional Site Characterization
12. Lower Meadow DOL Automotive Yard, & Cannibalization Yard	Site Characterization Complete	Remedial Investigation
13. Railroad Right-of-Way	No Data	Site Characterization
14. 707th Maintenance Facility	Site Characterization Complete	Additional Site Characterization
15. DEH Yard	No Data	Site Characterization
16. DOL Maintenance Yard Pete's Pond	No Data	Site Characterization
17. 1400 Block Motor Pool	UST Data Only	Site Characterization
18. 1600 Block Motor Pool	Site Characterization Complete	Additional Site Characterization
19. 2200 Block Facility	No Data	Site Characterization
20. South Parade Grounds 1800 Motor Pool, & Cannibalization Yard	Site Characterization Complete at All Sites	Additional Site Characterization
21. 4400/4500 Motor Pool, East Block	No Data	Site Characterization
22. 4400/4500 Motor Pool, West Block	No Data	Site Characterization
23. 3700 Motor Pool	UST Data Only	Site Characterization
24. Old DEH Yard	Site Characterization Complete	Additional Site Characterization
25. Former DRMO Site	Site Characterization Complete	Screening Risk Evaluation
26. Sewage Pump Stations Bldgs 5871 & 6143	No Data	No Further Action
27. Army Reserve Motor Pool	No Data	Site Characterization
28. Barracks & Main Garrison Area	No Data	Site Characterization
29. DRMO	No Data	Site Characterization
30. Driver Training Area	No Data	Site Characterization
31. Former Dump Site	No Data	Site Characterization
32. East Garrison Sewage Treatment Plant	Site Characterization Complete	Remedial Investigation
33. Golf Course	No Data	Site Characterization
34. FAAF Fueling Facility	No Data	Site Characterization
35. Aircraft Cannibalization Yard	No Data	Site Characterization
36. FAAF Sewage Treatment Plant	Limited Data	Site Characterization
37. Trailer Park Maintenance Shop	Limited Data	Site Characterization
38. AAFES Dry Cleaners	Site Characterization Complete	1992 UST Removal
39. Impact Area	No Data	Research
OUI FAAF Burn Pit		
OUI Fort Ord Landfill		



SITE IDENTIFICATION MAP #4

APPENDIX H-5

H-5

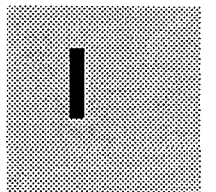
ENVIRONMENTAL POLLUTION CLEANUP COMMITTEE

1. WALTER WONG - Co-Chairman
Monterey County Director of Environmental Health
2. MARIT EVANS - Water Quality - Co-Chairperson
Past Member of Central Coast Regional Water Quality
Control Board (8 years)
Present Member of Monterey County Planning Commission
3. CHARLES McNEELY - Administration and Finance
City Manager - City of Seaside
Chairman of African American Men (CAAM)
4. FRANK PIERCE - Business
Engineering Firm Specializing in Hazardous Waste
Contamination Cleanup: Lee & Pierce Inc.
Salinas Area Chamber of Commerce
5. KEVIN WALSH - Engineer/Hydrology
Manager of Marina County Water District
6. ARTHUR MITTELDORF - Chemist/Environmentalist
Own Business
Member of Sierra Club
Member Monterey County Hazardous Waste Management
Advisory Committee
7. GILBERT PADILLA - Public Safety
Captain, Salinas Fire Department
Active in Hispanic Community & LULAC
8. S. GARY VARGA - Attorney at Law
Monterey County Planning Commission (Former Member, 8
years)
Private Law Practice
Chief of Legal Assistance - U.S. Army, Fort Ord (Retired)
9. MARTHA NORTON - Citizen at Large
Member of League of Women Voters
Retired Chemist from Shell Oil Company
Monterey Peninsula Unified School District Board Member
10. DR. JUDITH CONNOR - Marine Science
PhD Marine Biology
Biologist with Monterey Bay Aquarium
Research Associate at University of California at Santa
Cruz
Visiting Lecturer at Stanford University
11. LOYDE YATES - Emergency Services/Communications
Marina City Councilman

Emergency Services Supervisor for County Communications
Member of County Hazardous Waste Sitting Subcommittee

12. JON JENNINGS - Committee Staff
Monterey County Department of Environmental Health

**ANNEX I
FORT ORD
COMMUNITY
TASK FORCE**



The Fort Ord Community Task Force

<u>Topic</u>	<u>Page</u>
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Base Closure Proposal, April 1991	I-3
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Change in Focus of the Task Force	I-4
Formation of Advisory Groups and Task Force Office	I-5
Strategy Development	I-6
Public Meetings and Citizen Input	I-8
Support and Funding	I-9
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Task Force Advisory Group Members	I-2-1

Introduction

On 29 January, 1990, the Secretary of Defense officially announced his proposals for defense installation realignment and closures. This announcement came one year after the closure list of December, 1988 prepared by an independent Base Closure Commission. Although Ft. Ord had been mentioned for closure several times over the years, none of the previous efforts had succeeded. In early 1990, however, it was obvious that the overall military establishment was being reduced rapidly. Therefore, the news in January, 1990 regarding Ft. Ord caused serious concern for all the citizens of the Monterey area. This section of the "Strategy" outlines the focus of the Task Force over the past 17 months, the work accomplished and the organization and support provided.

Initial Focus

Five days after the announced proposal to close Ft. Ord, Congressman Leon Panetta called together local leaders on 3 February 1990. He appointed a Community Task Force composed of County Supervisors, Mayors, and community members with special knowledge of military issues to assist in evaluating the closure proposal's impact on Monterey County. The original members of the Task Force were:

Congressman Leon Panetta, Chairman
Supervisor Sam Karas, Monterey County
Supervisor Marc Del Piero, Monterey County

Mayor Dan Albert, City of Monterey
Mayor Eleanor Dye, City of King City
Mayor Robert Franco, City of Del Rey Oaks
Mayor Jean Grace, City of Carmel by the Sea
Mayor Russell Jeffries, City of Salinas
Mayor George Takahashi, City of Marina
Mayor Lance McClair, City of Seaside
Mayor David Pendergrass, City of Sand City
Mayor Florence Schaefer, City of Pacific Grove

Lt. General James Moore, U.S. Army (Retired)
Colonel Fred Meurer, U.S. Army (Retired)
Lt. Colonel Thomas Hendricks, U.S. Army (Retired)

Note: The final membership is as shown on the cover letter to the Strategy.

As quickly as possible, the Task Force gathered information regarding the rationale for the proposed closure. Lt. Gen. Jim Moore (Ret.) and Col. Fred Meurer (Ret.) then began the development of all defense related issues and rationale. LTC Tom Hendricks (Ret.) acted as the focal point to develop economic impact issues with input from the County, Cities, School District, Chambers of Commerce, Airport, Transit Company, Medical facilities and others.

A report was prepared and printed on 23 March 1990. The 60-page report was a significant step in developing consensus that the closure of Ft. Ord did not serve the best interests of national defense and could cause severe economic consequences for the region. Among the many recommendations of the report, were the following:

- ~ Remove Ft. Ord from the closure list.
- ~ Define the Defense strategy for the 1990's prior to movement of the 7th Division (Light).

- Appoint an Independent Base Closure Commission to evaluate all U.S. and overseas bases.
- Cancel the entire closure list to remove the economic impact of uncertainty.
- Develop criteria and models to measure the impacts of closure actions and to measure which bases should be closed.

The report was briefed to local communities and placed in local libraries. Concurrently, preparations were made to send a delegation to Washington, D.C., to brief key congressional committees and representatives of the Department of the Army.

During May, 1990, Supervisor Karas, Mayors Albert, McClair, and Takahashi and Jim Moore, Fred Meurer and Tom Hendricks went to the nation's capitol to present briefings. Congressman Panetta organized the sessions and attended as Chairman of the Task Force. The following committees were briefed:

House Armed Services	- Rep. Aspin
House Defense Appropriations	- Rep. Murtha
House Armed Services (Installations)	- Rep. Schroeder
House Appropriations (military Construction)	- Rep. Hefner
Senate Appropriations	- Sen. Inouye
Senate Armed Services	- Sen. Nunn

Visits and briefs were made with other members of Congress and with the Under Secretary of the Army plus key Army staff leaders. The thrust of briefings focused on the military rationale which argued against closure and on the need for a more coherent approach to base closures in general. While economic impacts on the Monterey community were cited, the Task Force was aware that congressional leaders were being bombarded by almost 100 communities regarding economic impacts. There were good discussions regarding a more definitive approach to defense strategy, forces, base closure analysis and creation of a Base Closure Commission.

Through the summer and early fall of 1990, the Task Force refined its information base and arguments. Then, during the fall legislative period, Congress passed legislation which incorporated all of the recommendations cited previously. A base Closure process was defined to include the Base Closure Commission.

The DoD then revised its methodology for selecting bases for closure. The Army developed criteria for evaluating its bases and analyzed like type bases using weighting factors such as size, maneuver space, distance

to transportation hubs, housing on base, prices in the local economy and costs to run each base. The Army analysis was conducted in the Pentagon with input from the various bases throughout the continental U.S., Alaska and Hawaii.

Base Closure Proposal, April, 1991

In mid-April, 1991, the Secretary of Defense announced the proposed list of bases to be closed or realigned in accordance with the Base Closure process legislated several months earlier. Over 100 bases across the country were affected. Ft. Ord was once again listed for closure.

The Army plan included the following as regards Ft. Ord:

- Move the 7th Infantry (L) to Ft. Lewis, Washington
- Retain portions of Ft. Ord to satisfy requirements for a Reserve Center and support for DLI, the Navy and other DoD elements in the area.

Of great significance, the movement of the 7th Division to Ft. Lewis was directly linked to realignments at four other major installations. Actions to be accomplished at Ft. Ord were part of a chain of events involving many other major units as follows:

- Move the 5th Infantry Division (Mech.) from Ft. Polk, LA to Ft. Hood, TX.
- Move the Joint Regional Training Center at Ft. Chaffee, AK to Ft. Polk.
- Move the 199th Separate Infantry Brigade from Ft. Lewis to Ft. Polk.
- Close both Ft. Ord and Ft. Chaffee

This linkage of five bases (Fts. Ord, Lewis, Chaffee, Polk and Hood) was much more complex than the 1990 proposal which only involved Ft. Ord and Ft. Lewis.

The Base Closure Commission Process

By law, the Base Closure Commission was established to review the DoD recommendations, conduct hearings, analyze all pertinent data and make recommendations to the President by 1 July 1991. The eight Commissioners were appointed jointly by the President and the Congress.

Following briefings by the military departments, the Commission began hearings in Washington and in several regional locations across the country.

The Ft. Ord Task Force was invited to testify before the Commission in San Francisco on 6 May 1991. In preparation, the Task Force revised arguments against

closure and prepared a special report and briefing summarizing Task Force analysis, conclusions, and recommendations. Summary recommendations were as follows:

- Retain the 7th Division at Ft. Ord
 - Best area to train a Light Division
 - Excellent facilities for the division
 - Meets deployment criteria
 - Excellent housing and support facilities
 - Provides for mobilization and total force requirements
- Retain two fighting installations in the west (Ft. Ord and Ft. Lewis)
- Maintain future force stationing flexibility

At the hearing on 6 May, Mr. Panetta and Mayor Johnsen testified on the Task Force report from a civilian perspective and covered economic impacts. Jim Moore and Fred Meurer covered military rationale and analysis. While the three Commissioners present were receptive and asked many questions, it was fully apparent that changing the DoD recommendations would be difficult at best.

Final hearings were conducted in Washington in June, 1992. Then, based on analysis of the information acquired, the Commission voted on the recommendations of its staff. The final hearings and votes were televised on CSPAN. While most of the arguments presented by the Task Force were accepted by the Commission, the linkage of Ft. Ord actions with four other bases proved to be an overriding concern. Any vote to keep Ft. Ord open would unravel the Army plan.

On 1 July, the Commission made its recommendations to President Bush. Among the recommendations was the "closure" of Ft. Ord and movement of the 7th Division.

Changes in Focus of the Task Force

Very soon after the hearings in San Francisco on 6 May 1992, the Task Force began to shift its orientation toward the probability that Ft. Ord would be closed. Four state legislators and three additional mayors were added to the Task Force membership.

It was apparent that organizing for probable closure requirements should not wait several months until final Presidential and Congressional decisions.

The Task Force reviewed organizational models of several other communities faced with previous base closure actions. From that review and an analysis of the local setting, the Task Force developed an organizational

framework that would provide for broad community involvement and which would address regional concerns.

After much discussion during late May and early June 1991, the Task Force settled on seven Advisory Groups as follows:

- Land Use
- Economic Development
- Education
- Housing
- Health and Human Services
- Utilities and Infrastructure
- Pollution Cleanup

The Task Force then selected initial Chairpersons to head the Advisory Groups. Concurrently, Goals and Objectives for the Task Force were developed based on work done with the staff representatives of the Task Force leadership. All these actions were completed by 30 June 1991, during the course of numerous Task Force and Staff Representatives Group meetings. The latter group became known as the "Shadow Group". A copy of the Goals and Objectives is at Appendix I-1.

A key point of discussion during this period was the mission of the Task Force as compared to the missions and responsibilities of governmental entities. The Task Force was and is an unchartered organization acting as a citizen's group. In the end, it was concluded that the Task Force would develop a "Strategy" regarding the reuse/redevelopment of Ft. Ord. Strategy was defined as follows:

Strategy. A statement of community consensus regarding the reuse and redevelopment of Ft. Ord to include a series of prioritized alternatives.

The word "Strategy" was used to avoid the use of the word "Plan". Planning is the function of governmental bodies. The strategy was to be advisory in nature and reflect a regional perspective.

By 1 July, it was almost certain that Ft. Ord would be closed and that the necessary Presidential and Congressional approvals would be forthcoming.

Formation of Advisory Groups and Task Force Office

On 5 July 1991, Congressman Panetta held an initial meeting with the Advisory Group Chairpersons. He outlined the following:

- Significant socio-economic impact of the Ft. Ord closure.
- The need to harness the energy and talents of the citizens of the communities to develop strategies for the future.
- The rationale for the Goals and Objectives for the Task Force.
- The need to form broad based steering committees for each Advisory Group.

Mr. Panetta asked the chairpersons to develop recommended membership for steering committees for eventual submission to the full Task Force for approval. At that initial meeting, the names of over 500 interested citizens were provided based on communications and calls to the Congressman's office or to the Task Force.

During July and August 1991, the Chairpersons developed their recommended Advisory Group structure. Of necessity, each Group was organized differently in view of the goals and objectives assigned and the nature of the work ahead.

Concurrently during July, 1992, the Task Force opened its office for full time coordination. Jim Moore had been asked during May to act as a Staff Coordinator on a volunteer basis. Fortunately, Monterey County found office space within the new location of the Veteran's Assistance Office in Marina. Jim Moore was provided space and secretarial assistance.

By Labor Day, 1991, the Advisory Group Chairpersons had submitted nominations for their steering committees or advisory panels. Also, the Task Force office was fully operational and able to respond to the numerous requests for information generated on a daily basis. The Task Force Staff Coordinator established coordination channels with federal, state, local, Army and all other interested agencies to include the media and the general public.

Finally, in September, 1991, the Task Force reviewed the nominations for Advisory Group membership. The list of nominees by the Chairpersons was expanded considerably to include a wide range of local area citizens. By the end of September, the Advisory Group rosters were completed with about 280 names of volunteer participants. A copy of the expanded final roster of over 300 is at Appendix I-2.

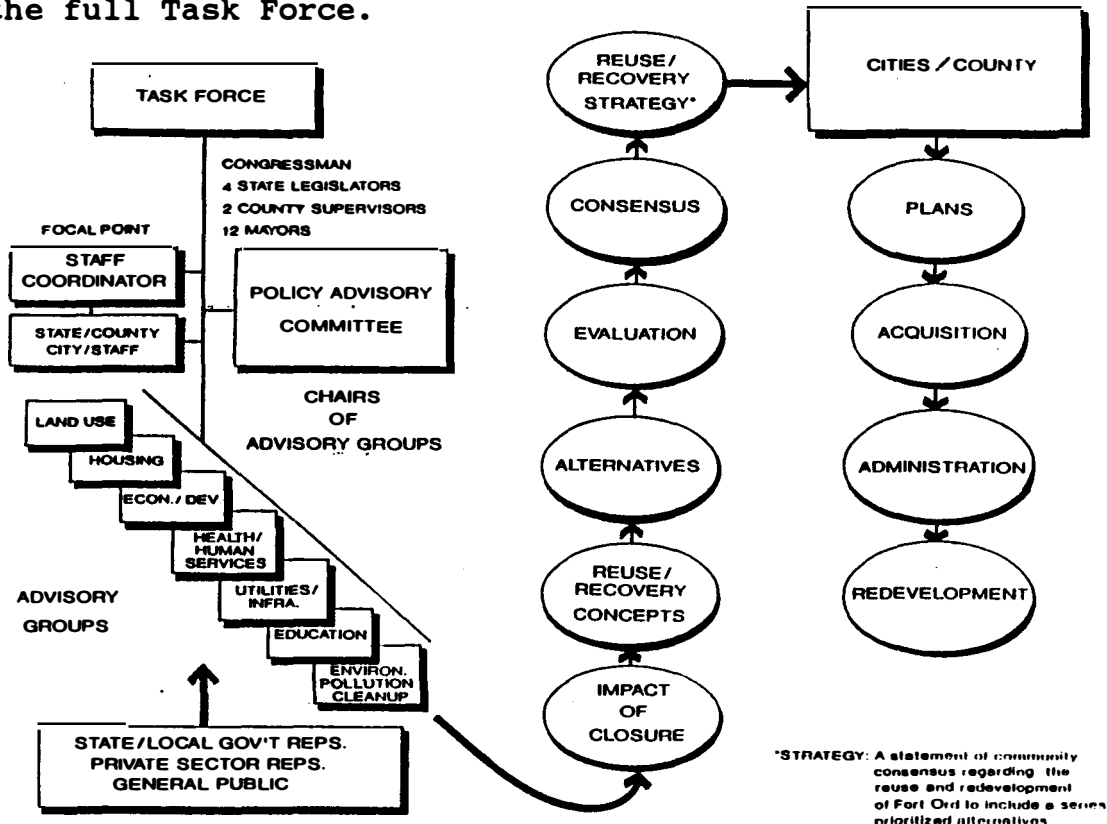
Strategy Development

The initial timelines for the Task Force were to develop a Strategy document by late 1992. That timing was selected to correspond to early projections on the

movement of the 7th Division, the EIS process and other relevant factors. As a result, the workplan for the Task Force and the Advisory Groups was developed with about 15 months in which to complete the strategy formulation.

During October and early November, the Advisory Groups held organizational meetings, received information briefings and were taken on tours of the Ft. Ord property.

The general steps to Strategy development are as outlined on the chart shown below. The sequential process would lead to a final product with the recommendations of the full Task Force.



*STRATEGY: A statement of community consensus regarding the reuse and redevelopment of Fort Ord to include a series prioritized alternatives

Fort Ord Task Force

The Staff Coordinator developed assumptions for all the Advisory Groups in late September and revised them as the Army went about its own planning process for movement and downsizing into an enclave at Ft. Ord.

In October, 1991, several Task Force members were invited by the Office of Economic Development to attend a series of briefings in Ft. Worth, Texas. From those briefings by many Army and other federal representatives, more details were made known regarding the screening process, the public conveyance process and the ultimate requirement to produce a Base Reuse Plan.

As a result of the above, a decision was made in November, 1991 to shorten the Strategy development process to be concluded in the May/June 1992 timeframe. That target was set to mesh with the federal screening process and to allow sufficient time to develop an initial Base Reuse Plan by the end of 1992.

Accordingly, the Advisory Groups were notified of the reduced timeframe within which to complete the Strategy. More frequent meetings of the Staff Coordinator and the Chairpersons were conducted. Concurrently, the steering committees and subcommittees held more meetings.

Following the Army briefing on 14 February 1992 regarding the proposed enclave to be retained at Ft. Ord, the Advisory Groups began a series of update reports to the Task Force on 28 February. Those updates were completed on 27 March, allowing the Task Force leadership the opportunity to gauge progress, ask questions and provide guidance.

During April, the initial draft Strategy was assembled. During May and early June, it was briefed, and comments were received.

Public Meetings and Citizen Input

During the initial history of the Task Force, when the focus was on development of arguments against closure, meetings were held in private. Following these meetings, the media was normally briefed on the outcome.

Beginning in September, 1991, the Task Force changed to open public meetings in order to allow for public interest and comment. Meetings were moved from city to city around the Peninsula area as summarized below.

<u>City</u>	<u>Number of Public Meetings</u>
Seaside	6
Marina	4
Monterey	5
Carmel	1
Pacific Grove	2
Salinas	2

In addition, four public forums were organized to solicit citizen input and to provide information. Those forums were conducted in Marina, Salinas and Monterey (2). At those sessions, the city Mayor introduced the Advisory Group Chairpersons who, in turn, provided an update of their work to date. The public was invited to make written or oral comments and recommendations. The first

forum was held in September, 1991. The last was held in February, 1992.

Many of the Advisory Group meetings were open to the public. Moreover, all communications regarding Ft. ord reuse were provided to the appropriate Chairpersons to be included in the reuse concepts to be analyzed. By and large, the more than 100 concepts received fell into broad categories such as education, parks, recreation, housing, arts, culture, environmental preservation, economic development, etc. A complete listing of those reuse concepts will be contained in a separate document to be placed in the Seaside Library along with other relevant Task Force material.

Support and Funding

From February, 1990 to 1 July 1991, all support for the Task Force was provided by the City of Monterey. Meetings were conducted in the Monterey Conference Center. All secretarial support, report production, printing, mailing and other costs were borne by Monterey.

Beginning in July, 1991, the County of Monterey provided for office space, phones, fax, copier and mailing. Secretarial help through Kelly Temporary Services was also provided by the County.

In August, 1991, Congressman Panetta asked the cities to contribute to the funding of the Task Force by the County. The cities of Salinas, Pacific Grove, Monterey, Greenfield, Carmel, Gonzales and Sand City responded positively.

To solve the anticipated full costs of the Task Force, a grant application was prepared in October 1991. The grant request to the Office of Economic Adjustment was then revised in early December 1991 to account for the revised timelines for the Task Force. Then, at a meeting on 20 December 1991 with OEA and key Task Force members, an expanded grant package was submitted to OEA in January, 1992 and approved in mid February. The package included the following:

\$ 75,000 For Task Force Staffing, operations, and consulting services.
\$ 25,000 For a housing market analysis
\$100,000 For the development of a Base Reuse Plan by the County, Marina and Seaside (June-Dec., 1992)

Matching funds for the Task Force were provided by the County, the contributions from the cities note above and the value of the volunteer time of Jim Moore. The fiscal agent for the OEA grant was the County of Monterey.

Without the support of the City of Monterey and the County, the efforts to produce a Strategy would not have been possible.

Acknowledgements

The leadership of the Ft. Ord Task Force is indebted to all those who helped in the formation and development of this Strategy document. Countless hours of volunteer time, augmented by county, city and special district staffs and consultants were required. The great number of people who were involved in the effort preclude individual acknowledgement of everyone. Hence, only major contributors are as noted below.

Advisory Group Chairpersons--These dedicated individuals responded positively to their nomination and did a superb job of organizing their Advisory groups. Theirs was a purely volunteer effort based on their desire to do the best job possible. All brought talent, experience and expertise to the task.

Economic Development	Philo Holland Peter Blackstock (Vice-Chair) Marilynn Gustafson (Vice-Chair)
Education	Mez Benton Jim Harrison
Housing	Morris McDaniel Bonnie Robinson
Health, Public and Community Services	Bob Sageman Ted Hooker
Land Use	Ed Demars Ron Saxton Larry Hawkins
Pollution Cleanup	Walter Wong Marit Evans
Utility/Infrastructure	Bruce McClain Patricia Hutchins

Four other Chairpersons assisted in the early formation of the Advisory Groups but had to withdraw as a Chairperson due to other long-term commitments. They are:

Economic Development	Gordon Paul Smith
Housing	Don Riehl
Health, Public and Community Services	Larry Blair
Utilities/Infrastructure	Dennis Davis

Finally, a special note of thanks is due to Bruce Johnsen, a local management consultant who greatly assisted the Staff Coordinator with his time and expert advice.

Advisory Group Members—These equally dedicated individuals contributed their time and talent to the project. Most were private citizens but many were members of governmental, district or agency staffs of representatives of businesses of special interest groups. Over 320 participated as members of Advisory Groups. A complete listing is at Appendix (I-2).

State/County/City/District/Agency Staffs—Through their participation on Advisory Groups or as members of the Staff Representatives Group (Shadow Group), these individuals contributed their expertise to the project. In particular, the Task Force leadership acknowledges the following:

- City of Monterey staff in the Public Facilities Department which provided all support to the Task Force from February 1990 to June 1991.
- County of Monterey staff in the office of Intergovernmental Affairs which directly supported the Task Force Office on a daily basis from July 1991 to June 1992.
- County of Monterey staff of the Veteran Services Office which opened its office space to the Task Force and diligently provided support and assistance on a daily basis.

Office of Economic Adjustment—This DoD office provided consistent assistance, information, advice and funding. In particular, Mr. Dick Kinnier of the Seattle Office worked directly with the Task force and local communities to ensure the best possible Coordination of the Strategy.

Task Force Office Staff—The Task Force office was fortunate to hire several Kelly Temporary Services secretaries who brought dedication, personality and superb skills to the effort. Acknowledged is the outstanding work of:

Sharon Philpot	July 1991-August 1991
June Ann Lewis	August 1991-December 1991
Sue Kershner-Hill	December 1991-June 1992
Ann Malokas	February 1992-June 1992
Christopher Tapley	May 1992-June 1992

In addition, Rich Kuhn was selected as an economic consultant and fulltime assistant for the Staff Coordinator from 10 March 1992 until the completion of the Strategy. He assisted immeasurably in the report preparation.

FOLLOW-ON REQUIREMENTS

1. Identify and prepare Task Force files for disposition to follow-on governmental structure &/or public library.
2. Prepare and submit final Strategy Report to Office of Economic Adjustment.
3. Distribute final Strategy Report to federal, state and local governments, districts, agencies and public libraries.

APPENDIX I-1

I-1

GOALS & OBJECTIVES

Fort Ord Task Force

Goal: To develop and coordinate a strategy for the rescue/recovery of Fort Ord.

Objectives:

1. Organize a Task Force to include representatives from Federal, State, County, cities, private sectors, and general public.
2. Recommend directions and objectives for the reuse strategy to include:
 - ~ Economic recovery and job replacement.
 - ~ Readjustment assistance.
 - ~ Health care and human needs of retirees.
 - ~ Coordinated land use, saltwater intrusion project, and environmental cleanup.
3. Establish a focal point of Federal and State readjustment assistance.
4. Provide a clearing house for Federal and State economic recovery assistance information.
5. Determine and refine transitional, short and long term economic and other impacts resulting from phase down and closure of Fort Ord.
6. Obtain, compile and provide economic baseline data.
7. Organize and guide Advisory Groups and public participation.
8. Establish a Task Force support staff to act as a clearing house for coordination and information on Task Force activities.
9. Advocate for Federal and State financial assistance on behalf of the eligible government entities.

Strategy Definition: A statement of community consensus regarding the reuse and redevelopment of Fort Ord to include a series of prioritized alternatives with evaluations.

Economic Development Advisory Group

Goal: To develop and recommend an economic development strategy for the reuse/recovery of Fort Ord.

Objectives:

1. Organize an Advisory Group to include representatives from Federal, State, County, cities and all affected business/financial/employment groups.
2. Analyze and project transitional, short and long term business/financial/employment impacts of the phase down and closure of Fort Ord.
3. Identify all business/financial/employment related issues resulting from the phase down and closure of Fort Ord.
4. Recommend interim plans to mitigate transitional and short term business/financial/employment impacts, and seek appropriate federal/state assistance.
5. Recommend long term strategy for reuse/recovery of Fort Ord.
6. Obtain, compile and provide economic baseline data and their effects throughout the area for use by all Task Force representatives and Advisory Groups.
7. Coordinate with other Advisory Groups and provide policy input to the Land Use Advisory Group.
8. Identify and recommend business/financial/employment incentive requirements and funding sources to ensure reuse/recovery.
9. Develop concepts and plans for phased and shared occupancy of Fort Ord property prior to final closure and environmental cleanup.
10. Coordinate activities with Educational Advisory Group to address the retraining needs of displaced and underemployed workers.

Land Use Advisory Group

Goal: To provide assistance and recommendations for coordinated land use planning efforts for Fort Ord.

Objectives:

1. Organize an Advisory Group to include Federal, State, County, cities, associations, the private sector, and the general public.
2. Identify Federal plans for retention of portions of Fort Ord and specify locations or areas to be retained as military property.
3. Prepare an asset and opportunity inventory of existing facilities, improvements, and land after having received an inventory of available water/sewer capacities from Utilities/Infrastructure Advisory Group.
4. Prepare an environmental asset inventory identifying unique and/or endangered environmental resources.
5. Based upon input from other Advisory Groups, identify alternative locations for land uses which promote economic recovery while protecting environmental resources.
6. Provide input to assist affected jurisdictions in general plan amendments.
7. Coordinate actions with other Advisory Groups.
8. Develop concepts and plan for phased and shared occupancy of Fort Ord property prior to final closure and environmental cleanup.

Utility/Infrastructure Advisory Group

Goal: To develop a utility/infrastructure strategy which accommodates the reuse/recovery of Fort Ord.

Objectives:

1. Organize an Advisory Group to include representatives from Federal, State, County, cities and the private sector.
2. Identify and estimate utility/infrastructure availability/constraints as a basis to determine proposed reuses and planned growth.
3. Determine methods by which additional, new utility infrastructure can be built and financed to support the reuse/recovery strategy.
4. Identify issues and estimate utility/infrastructure resources available to include existing and future capacities.
5. Identify and recommend potential funding sources to accomplish proposed reuses and planned growth.
6. Develop and recommend a strategy for efficient connections between Fort Ord utilities and those of the surrounding area.
7. Identify ownership concepts for reuse/recovery of utilities/infrastructure at Fort Ord.
8. Identify Federal, State and local resources to address the transitional, short and long term water supply at Fort Ord.
9. Coordinate actions with other Advisory Groups and provide input to the Land Use Advisory Group.

Housing Advisory Group

Goal: To provide assistance and recommendations for a housing strategy for the reuse/recovery of Fort Ord.

Objectives:

1. Organize an Advisory Group to include representatives from Federal, State, County, cities, associations, boards, and the private sector.
2. Identify all housing related issues resulting from the closure of Fort Ord.
3. Identify transitional, short and long term impacts on housing supply and pricing in the community.
4. Develop and provide recommendations for reuse of existing Fort Ord facilities to meet McKinney Act obligations and in accord with local community approved housing plans and state law.
5. Develop and recommend a reuse/recovery strategy to maximize job/housing balance.
6. recommend an overall housing strategy to meet long term reuse/recovery strategy objectives in accord with local community approved housing plans including a balanced mix of housing opportunities.
7. Coordinate actions with other Advisory Groups and provide input to the Land Use Advisory Group.

Education Advisory Group

Goal: To develop and recommend an education strategy for the reuse/recovery of Fort Ord.

Objectives:

1. Organize an Education Advisory Group to include representatives from Federal, State, County, cities, boards, districts, associations and the private sector.
2. Identify all education related impacts and issues resulting from strategies for the reuse/recovery of Fort Ord.
3. Develop and recommend transitional, short and long term strategies for the reuse/recovery of Fort Ord.
4. Develop and recommend strategies to maximize the quality of education in the area.
5. Develop and recommend strategies to maximized educational opportunities in the area.
6. Coordinate actions with other Advisory Groups and provide policy input to the Land Use Advisory Group.

Health and Human Services Advisory Group

Goal: To develop and recommend a health and human services strategy for the reuse/recovery of Fort Ord.

Objectives:

1. Organize a Health and Human Services Advisory Group to include representatives from Federal, State, County, cities, boards, districts, associations and the private sector.
2. Identify all health care and human services related issues resulting from the closure of Fort Ord.
3. Identify the Federal (DoD) strategies to provide health care for residual active duty and retiree populations in the area after closure.
4. Identify transitional, short and long term impacts related to Fort Ord closure.
5. Develop and recommend strategies to provide quality health care and human services during transitional, short and long term redevelopment.
6. Develop a strategy for support services and safety net systems during transitional and short term impact periods.
7. Develop and recommend strategies to provide public safety services during transitional, short and long term redevelopment.
8. Coordinate actions with other Advisory Groups and provide policy input to the Land Use Advisory Group.

Environmental Pollution Cleanup Advisory Group

Goal: To offer assistance and recommendations on environmental pollution issues relative to the reuse/recovery of Fort Ord.

Objectives:

1. Organize a Technical Advisory Group to include Federal, State, County, cities, associations and private sectors.
2. Identify locations of confirmed and suspected hazardous waste contamination.
3. Coordinate and advocate for Federal, State and local resources to achieve environmental cleanup.
4. Coordinate activities with other Advisory Groups and provide policy input to the Land Use Advisory Group.

APPENDIX I-2

FORT ORD TASK FORCE ADVISORY GROUPS

Economic Development

Chair	Philo Holland	Business
Co-Chair	Peter Blackstock	Business
Co-Chair	Marilynn Gustafson	Business
Steering	Edward Jordan	Corporate Director
	Richard Olsson	Banking
	Peter Newman	Investment
	Doug McKenzie	Business Executive
	Raul Chavez	City Government
	Rick Lawrance	Business Association
	Peter Kirwan	Education
	Richard Zahm	Attorney
	Jean Darragh	Retail
	Phil Lombardi	Hospitality
	Patrick Gallagher	Business
	Myron "Doc" Etienne	Attorney
	Daniel Davey	Utilities
	Linda Horning	Attorney
	Gordon Paul Smith	Consultant
	Carl Outzen	City Government
	Richard Borda	Finance/Insurance
	William Ramsey	Agriculture
	Judith Brown	Community Relations
	Betty Bryant	Attorney
	Joseph Cavanaugh	County Government
	Leslie Zambo	Education
	George Rial	Business
	Nancy Correa	Advertising
Advisory	Lei Fernandez	City Government
	Mary Kay Higgins	Investment
	Ben Heinrich	Real Estate
	Patrick Hatcher	Education
	Mike Gravel	Former U.S. Senator
	Harry Gamotan	Economic Development
	Robert Fisher	International Business
	Fred Slautterback	Business
	Ewalker James	City Government
	Charles Chrietzberg	Banking
	Andy Ausonio	Construction
	Herb Aarons	Finance
	Barbara Evans	Education
	Estelle Douglas	Business
	John Nash	City Government
	Jack Holt	Business Association
	Jack Skillicorn	County Government
	Robert Shepner	Banking
	Lee Riordan	Former City Manager
	Brenda Pace	Research and Development
	Anne Norman	Business
	Dorothy Steele	County Government
	Joanne Taylor	Agriculture
	Ted Magee	Manufacturing Co., Owner
	John Lotz	Real Estate
	Mary Belton	County Government

Jerome Lohr	Agriculture
Nolan Kennedy	Attorney
Robin Kubicek	Attorney
John Mahoney	Real Estate
Nick Papadakis	AMBAG
James Toscano	Business

Education

Chair	Mez Benton	Education
Chair	Jim Harrison	Education
Steering	Billy De Berry	Education
	Perry Pierson	Labor
	Frances Armstrong	Community Relations
	Beth Benoit	League of Women Voters
	Helen Rucker	Youth Activities
	Mary Lou Stutzman	Former School Board Member
	Ruth Vreeland	City Government
	Joan Cordon	Community Relations
	Bob Pugmire	County Government
	Bob Infelise	Education
	Janice Elster	Community Relations
	Fran Evans	Union Officer, Classified
	Carolyn Hubbard	Community Relations
	Jim Duffield	Education
	Curt Parker	Education
	Bill Melendez	County Government
	Ervin Kruse	County Government
	Joe Jaconette	City Government
	Dick Robinson	Education
	Jean De la Paz	City Government
	Ramon da Pena, Jr.	Retired
Technical	David Hopkins	Education
	Samuel Kier	Education
	Rita Yribar	Library Administration
	Rolf Trautsch	Education
	Glynn Wood	Education
	Arteniza Zaragosa	Salinas
	Jim Mitchell	Education
	Roberto Haro	Education
	Ray Clifford	Education (DLI)
	Bill Barr	Education
	Dick Jensen	Education
	Curtis Gandy IV	Labor Relations
	Jim Hardt	Education
	Bill Schramm	NOAA
	Chris Whitmore	Education

Environmental Pollution Clean-Up

Chair	Walter Wong	Environmental Health
Chair	Marit Evans	Water Quality
	Martha Norton	Education
	Frank Pierce	Business
	Arthur Mitteldorf	Environmental Protection
	Jon Jennings	Environmental Health
	Loyde Yates	Emergency Services

Charles McNeeley
Judith Connors
Gilbert Padilla
Kevin Walsh
Gary Varga

Public Administration
Marine Biologist
Public Safety
Hydrology Engineer
Attorney

Health, Community and Public Service

Chair	Ted Hooker	Physician
Chair	Bob Sageman	Business
Steering, Health Svcs.	P. Thompson Frank Gibson Chester Sargent Barbara Shipnuck	Physician Health Care Consultant Colonel, Retired County Government
Steering, Community Svcs.	Sondra Rees John McCune Ann McPherson	Business Community Relations Business
Steering, Public Svc.	Roger Williams Nancy Green Alton Post	Public Safety Officer Attorney MAJ.GEN., US Army, Retired
Health Services	James Schlaak Elizabeth Heers J. Edmonds Norman Nelson Robert Egnew Charlie Eskridge Crawford Foy Frank Black Umberto D'Ambrosio Jose Fernandez Gus Halamandaris Judy Higgerson William Lewis Bud Loewith John Banta Jay Hudson Mike Hutchinson Henry Leighton Rosemary Bucher Jim Jennifer Allene Maris Judy Saleen Will Bishop Doug Phillips	Health Administration County Medical Society County Medical Society County Medical Society Public Health Retired Dentist Health Administration Health Administration Hospital Administration Neurosurgeon County Medical Society Natividad Foundation Pharmacist Hospital Administration Hospital Administration Preventive Medicine RN Hospital Administration RN Hospital Finance
Community Services	Tony Kaiser Kalah Bumba Rene Maine Verona Lynam Patrick Martinez Louis Jackson Shari Hastey Jane Hammoud Wendy Grainger Velma Hollingsworth Dardell McFarlin	Social Services Social Services S.I.E.U. Red Cross, West Coast LULAC City Government Salvation Army United Way County Government Legal Aid County Social Service

	Nick Ventimiglia	Finance
	Neal Thompson	Food Bank
	Lynne Swerrie	Red Cross
	Jack Stewart	Veterans Services
	Morley Brown	Alliance on Aging
	Dallas Schaffer	Library Administration
	Jim Rucker	TREA
	Lynn Riddle	Non-Profit
	Connie Sonico	Library Administration
	Charles Hopper	Army, Ret.
	Enrique Martinez	Migrant Education
	David Cloutier	Community Service
	Joey Lasnik	Community Service
	Don Garl	City Government
Public	Ken Brown	Law Enforcement
Service	Jim Berry	Law Enforcement
	Steve Negro	Rural Fire Chief
	Kim Donnelly	RN
	Vince Lostetter	Probation Officer
	John Davison	Probation Officer
	Chuck Foster	Sheriff's Department
	Don Gasperson	Fire Chief, Retired
	Norman Hicks	Sheriff
	Jim Hughes	Dentist
	Jim Ingram	Red Cross
	Bill Martin	Emergency Service
	Joe Patroski	Aviation
	Rod Musgrove	
	Marty Haskell	Secret Service, Retired
	Jim Brunetti	Fire Chief
	Bernie Threadgill	FBI, Retired
	Charles Streeter	Fire Chief
	Brian Sinnot	Paramedic Services
	Jill Livingstone	Emergency Medical Care
	Tom Pederson	Environmental Protection
	Mike Soetaert	Law Enforcement
<u>Housing</u>		
Chair	Morris McDaniel	U.S. Army Officer, Retired
Chair	Bonnie Robinson	Realtor
	Tom Atkins	Realtor
	Ken Bonham	Real Estate
	Frank Brunings	County Government
	Carmen Domingo	County Government
	Ray Elarmo	Financial Consultant
	Maria Giuriato	LULAC Representative
	Glorietta Rowland	County Government
	Glenn Olea	Former Mayor
	Joe Mitchell	Building Inspector
	Ed Moncrief	CHISPA
	Jim Manning	Education
	Leonard O'Neil	Labor Representative
	Maria Jilka	LULAC
	Bud Hobbs	Property Owner
	Fred Harris	County Government
	Bill Ashby	Property Management
	Vern Horton	Finance
	Shawn Quinn	Finance
	Steve Shroeder	Property Owner
	Susan Whitman	Housing Consultant

Richard Avila
Ruthie Watts
Vanessa Vallarta
Byron Warfield-Graham
Ted Ciesla
Bruce Goodman
Sherman Smith
Kathryn Aguras

Builder
Business
Community Advocacy
County Government
Property Owner

US Army, Retired
County Government

Land

Chair
Chair
Chair

Ed Demars
Ron Saxton
Larry Hawkins

County Planning
County Government
City Planning

Steering

Janice O'Brien
Will Shaw
Deborah Hillyard
Michael Parker
Ed Leeper
Pat Venza
Mike Mast
Bud Nunn
Doug Parker
Simon Salinas
Jo Stallard
Leon Stutzman
Patti Bradshaw
John Bandarra
Darryl Choates
Diane Jacobsen
Tom Jamison
Zad Leavy
Jackie Craghead
Rich Heuer
Mike Fletcher
Tom Merrill

Community Relations
Architect
Environmental Protection
Environmental Protection
Environmental Protection
Architecture
Business
City Government
Golf Course Manager
City Government
County Planning
County Planning
City Planning
Labor Representative
City Government
Hwy 68 Coalition
Attorney
Attorney
City Planning
City Planning
Las Palmas Ranch
Grower/Shipper

Technical

Jim Cook
Scott Hennessy
Nick Papadakis
Kevin Callahan
Lee Moselle
Dick Goblirsch
Bill Fell
Steve Addington
Joseph Oliver
Eugene Cabaluna
John Longley
Rick Brandau
William Phillips
Gary Tate
Douglas Schmitz
Brian Steen
Robert Franco
Dennis Potter
Gary Bales
Bill Hurst
Denis R. Horn
Howard Stark
Ron Kukulka

County Government
Chair, Ventana Chapter
AMBAG
City Planning
Parks and Recreation
City Government
City Government
Federal Government
Water Management
Airport Commission
City Government
Parks and Recreation
County Planning
Parks and Recreation
City Government
Environmental Protection
City Government
City Government
City Government
Utilities
Aviation
Engineer
Environmental Protection

USDA-Soil Conservation Federal Government
Service

Les Strand	Environmental Protection
Victor Roth	Parks and Recreation
Richard Lee	Parks and Recreation
Ernest Morishita	County Government
Tom Cravens	Housing Authority
Jean Lesieutre	Housing Authority
Abra Bennett	Air Pollution Control

Utility/Infrastructure

Chair	Bruce McClain	Public Works
Chair	Patricia Hutchins	Agriculture/Educ.
Trans	Dave Murray	Transportation Planner
	Jim Chappel	Airport Manager
	Frank Lichtanski	Transit Manager
	Gerald Gromko	Public Works
	Denis Horn	Airport Manager
	Don Edgren	City Councilman
	Gert Foreman	Planning Commission
	Tom Rowley	Traffic Advisor
	Bill Reichmuth	Public Works
	Gene Cabaluna	Airport Planner
Utility	Bob Forsyth	Telephone Engineer
	Toni Iacopi	TV Cable
	Jim Griffith	Public Works
	Bill Stedman	Gas & Electric Engineer
	Debra Goodman	Water District
	Mark Gonzales	Central Labor Council
	Rebecca Kay	Telephone Engineer
	Allan Kiisk	Electrical Engineer
	Brenda Shinault	TV Cable
	Eric Johnson	Telephone Engineer
	Dick Goblirsch	City Government
	Vince DiMaggio	Public Works
	Charles Benson	City Council
WSS	Larry Foy	Water Management
	Jim Cofer	Water Management
	Mike O'Bryon	Public Works
	Kevin Walsh	Water Management
	Mary Ann Dennis	Environmental Health
	Ed Boutonnet	Agriculture
	David Myers	Solid Waste Management
	Keith Israel	Water Pollution Control
	Jim Perrine	City Councilman
	Jim Cook	County Government
	Granville Perkins	Water Management
	Pat Bernardi	Former Member MPRWD Board
	Royce Moore	Water Pollution Control
	Wm. F. Hurst	Water Management
	Jane Haines	Attorney
	Jan Collins	Advisory Comm on Water
	Ted Mills	Water Resources
WSS/Trans	Tom Perkins	County Supervisor

**ANNEX J
SUMMARY OF
IMPACT STUDIES
JOBS, FISCAL,
HOUSING, ECONOMIC,
ENVIRONMENTAL IMPACT
STATEMENT (EIS)**



J

Summary of Impact Studies

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Introduction	J-1
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Housing Impact Analysis	J-2

SUMMARY OF IMPACT STUDIES

Introduction

The work of the Ft. Ord Task Force and its seven advisory groups has been augmented by the efforts of four consulting firms in the analysis of key aspects of the downsizing of Ft. Ord. It is important to include summary information of each study to make this Strategy Report a more complete document and to serve as a source of information for future planning. The four studies are:

- Environmental Impact Statement
- Economic Impact Analysis
- Economic Adjustment Plan
- Housing Impact Analysis

Environmental Impact Statement

By legislation in 1991, the Army was required to begin an EIS on the downsizing of Ft. Ord in February 1992 and complete the work by August 1993. The Sacramento District, Army Corps of Engineers is responsible for the EIS and has contracted with Jones and Stokes, Inc. of Sacramento to do the study. The process began on time and, thus far, has involved significant interaction with representatives of all local communities. Among the initial products are the Baseline Studies, which are summarized in Annex B—Land Use. A description of the EIS process and timelines is at Appendix J-1.

Economic Impact Analysis

A major question for the Task Force has been the nature and extent of the economic and fiscal impacts on the region and each local community. Fortunately, the County of Monterey received a Sudden and Severe Economic Dislocation (SSED) grant from the State to conduct the requisite analyses. RKG Associates, Inc. was selected in February 1992 to perform the studies. The project was completed in late May 1992, and it is summarized in Appendix J-2.

Economic Adjustment Plan

Upon forming the Ft. Ord Economic Development Authority (FOEDA) in the fall of 1991, the cities of Seaside and Marina determined the need to conduct economic adjustment planning which focused specifically on their two impacted cities. FOEDA selected Williams-Kublebeck and Associates, Inc. of Belmont to perform studies.

Housing Impact Analysis

The downsizing of Ft. Ord will have major impacts on the housing market across the Monterey Peninsula area. As a result, the Task Force applied for and received a grant from the Office of Economic Adjustment, DoD. The firm of Sedway and Associates of San Francisco was selected to conduct the study with the County of Monterey acting as the administrator for the communities. The study was begun in late March and a summary is provided at Appendix J-3.

APPENDIX J-1

Appendix J-1

Environmental Impact Statement (EIS)

When Ft. Ord was first listed as a potential base to be closed in early 1990, the Army began an initial EIS to address all aspects of the movement of the 7th Infantry Division (Light) to Ft. Lewis and the impacts on the Monterey area. Initial work on the EIS continued through September 1990 to include public scoping sessions. When the initial proposed list of bases was canceled by DoD, that EIS process was terminated. However, from a community viewpoint, it focused attention on the myriad of questions and issues relevant to a closure of Ft. Ord.

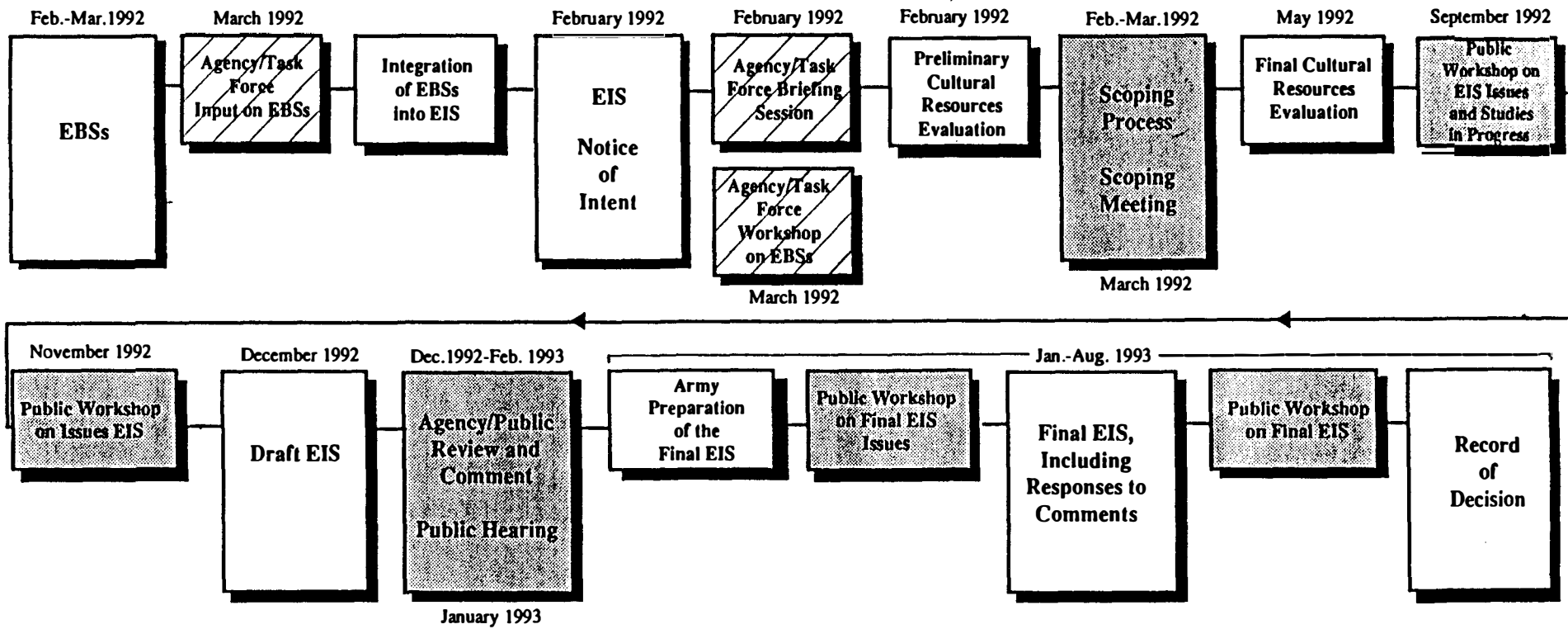
As a result of the 1991 Base Closure process and legislation regarding closures, the Army was directed to begin an EIS on Ft. Ord not later than February 1992 and to complete the EIS by August 1993. That is a relatively short time frame, but the process will assist the local communities in determining all relevant impacts.

As of the date of this Strategy Report, the Land Use Baseline Studies have been completed. Those studies are summarized in Annex B—Land Use.

The Sacramento District and Jones & Stokes have worked very closely with all local communities to develop scoping issues during March 1992. Then, efforts turned to developing land use alternatives to form the basis of economic analyses.

The overall process for the EIS is as shown on Figures 65 and 66.

Process for the Preparation of Environmental Baseline Studies (EBSs) and Environmental Impact Statement (EIS) Under the Federal Process



J-1-2

Note: EIS required to be completed by August 15, 1993

- Opportunity for Public Input
- Opportunity for Agency/Task Force Input

FIGURE 65

ENVIRONMENTAL ISSUES

Types of Impacts to be Analyzed

Short- and Long-Term and Irreversible Impacts

Direct, Indirect, and Secondary Impacts

Cumulative Impacts

Issue Areas/Resource Categories

Socioeconomics

- o Population, Housing, and Employment
- o Jobs/Housing Balance
- o Income and Economic Base
- o Public Services and Utilities
 - Water Supply
 - Wastewater
 - Fire
 - Police
 - Schools
 - Landfills
 - Recreation
 - Medical Services
 - Gas and Electricity
 - Telephone & Cable Television
- o Land Use and Federal, State, and Local Plan Consistency; Coastal Consistency Determination
- o Growth Inducement

Geology, Seismicity, and Soils

Climate and Topography

Hydrology, Drainage, and Water Quality

Vegetation, Wildlife, and Wetland Resources

Transportation and Circulation

Energy

Air Quality

Noise

Public Health and Safety

APPENDIX J-2

ECONOMIC IMPACT ANALYSIS
of the
DOWNSIZING OF FORT ORD
on
MONTEREY COUNTY

DRAFT

June 1992

EXECUTIVE SUMMARY

RKG Associates, Inc. analyzed the economic impacts on the County of Monterey of the upcoming downsizing of Fort Ord due to the movement of the 7th Infantry to Fort Lewis, Washington. The analysis, carried out in March, April and May of 1992, estimates the direct and indirect impacts on the County, individual cities affected by the action, and special districts. The analysis looked in detail at the impacts on incomes and economic output, on the County's labor market, as well as the fiscal impacts on the communities.

The baseline data on which the analysis depended was collected from a variety of sources including the U.S. Army, the Fort Ord Task Force, County and city officials and private sector sources. The analysis utilized existing secondary source data, along with some primary data collection used to clarify or reinforce the original sources.

Obtaining a clear picture of the economic impacts on an economy as large and diversified as Monterey County is not easy. The baseline data that is critical to the analysis, such as the numbers of individuals involved with the move, changed frequently during the analysis period as new or additional information became available. In addition, the complex interaction of the sectors of the County's economy impacted by the Army's long-time presence in the region are not clearly defined, thus many key assumptions were required in order to facilitate the quantification of the economic impacts. These assumptions have been clearly explained in the report.

The military has played a major role in the County's economy for many years. Original reports on the closure of Fort Ord predicted a devastating impact based on the cessation of all activity in the region. The current intent of the Department of Defense, which is to move only the 7th Infantry Division and to retain many of the other military functions such as the Defense Language Institute, the Naval Postgraduate School and Fort Hunter-Liggett, involves a smaller percentage of total economic activity than originally envisioned. Therefore the total economic impacts reported here are smaller than earlier predictions. However, the relative magnitude of the impacts are still large and will result in a substantial and significant shock to the Monterey County economy. The results emphasize the need for mitigation measures to be taken to prevent further economic distress and potential social costs.

The tables below summarize the major findings of the study and relates them to the existing economy.

Job Impacts

	Active Duty Military	Directly Employed Civilians	Indirect Civilians	Total
Employment Loss	14,372	2,526	3,473	20,371
1991 Monterey County	21,600	5,700	139,300	166,500
	66.5%	44.3%	2.5%	12.2%

Population Impacts

	Military	Civilians	Total
Population Loss	31,412	3,501	34,913
1991 Monterey County	56,510	15,800	361,600
Percent Loss	55.6%	22.2%	9.7%

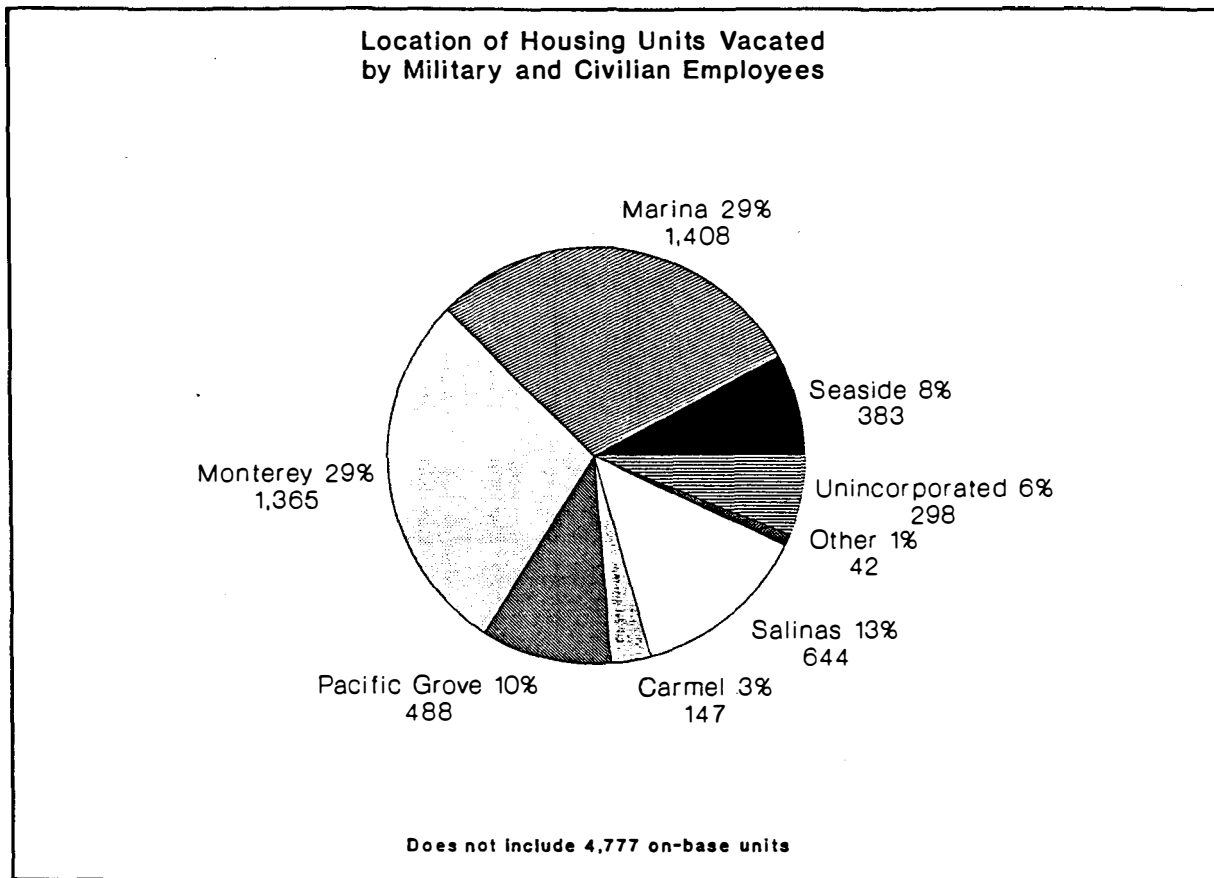
The total population losses resulting from the downsizing will primarily occur in the communities immediately surrounding Fort Ord. Hardest hit will be Seaside and Marina, which lose not only a large off-base population totalling nearly 4,500, but also nearly 25,000 military personnel and their families who live in on-base housing. Monterey is also affected, with a total population loss of over 4,000. Shown in the figure below is the relative magnitude of these losses, shown as a percentage of their estimated 1991 populations. On a regional basis, the Monterey County population is currently growing at approximately 3% per year, adding between 5,000 and 6,000 people per year.

The job losses above result in a reduction of the total output of the County's economy due to the loss of salaries and wages paid and the subsequent expenditures for goods and services. Because of the multiplier effect, the direct reductions resulting from the downsizing have a larger impact on the region, as jobs dependent in whole or in part on the expenditures of the Army units at Fort Ord are impacted. In total, these economic impacts have been calculated as follows:

Economic Impacts

(millions)	Direct	Indirect	Total
Income Loss	\$321.5	\$110.8	\$423.3
Total Output Loss	\$377.3	\$149.2	\$526.5

Another serious economic impact of the downsizing is the increase in the number of housing units that will be vacated by the soldiers who will be transferred from Fort Ord or by the civilians who will leave the County to seek employment elsewhere. These units, consisting of mostly rental units, also include approximately 4,777 units of family housing

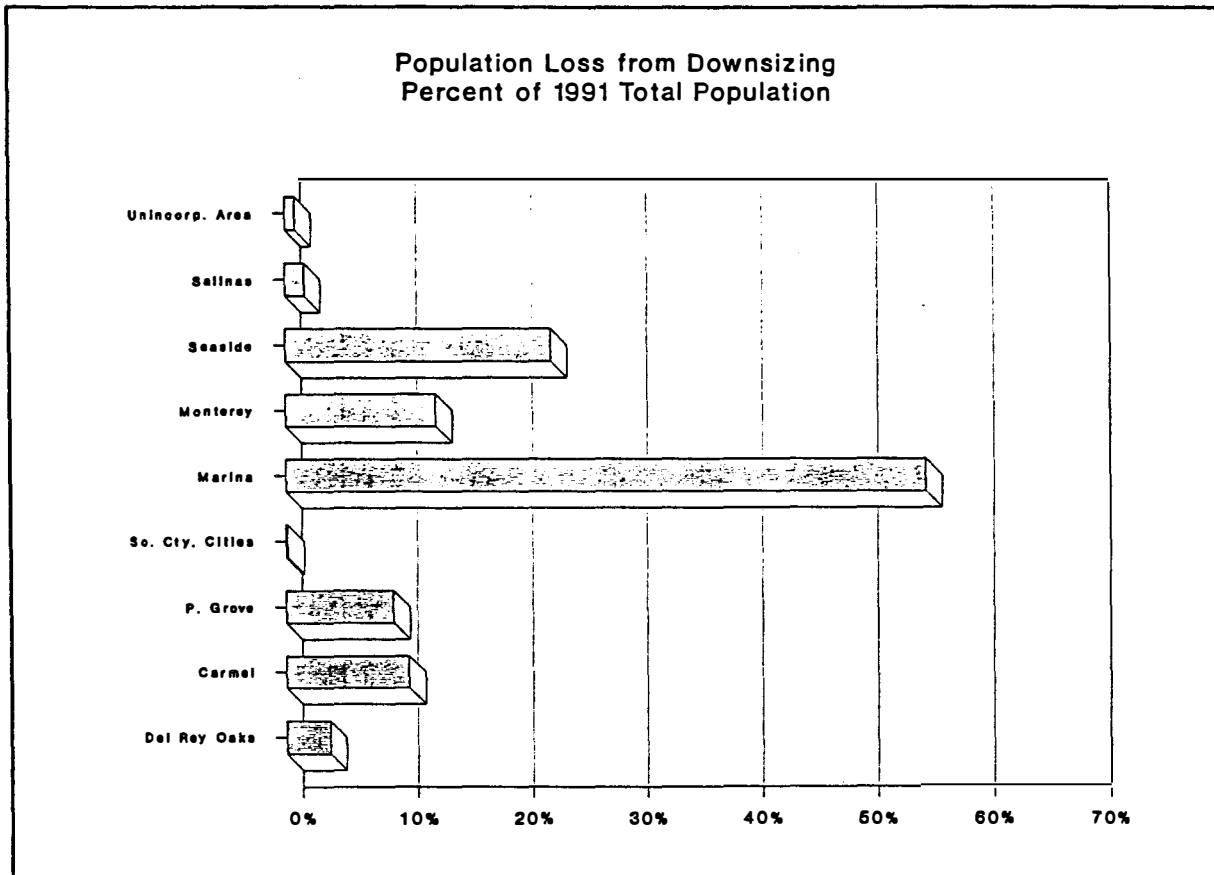


located on Fort Ord that will be available for other uses. Whether these units remain as private sector housing depends on the reuse plan that is ultimately accepted.

Impact on Housing

Housing Units Vacated	Off-Base	On-Base	Total
Military	3,672	4,777	8,449
Civilian	1,103	-	1,103
Total	4,775	4,777	9,552

The housing market impacts shown above affect some communities more dramatically than others. As shown in the figure on the following page, the cities of Seaside, Marina and Monterey are impacted more than the other cities or the County. The housing impact is influenced by the loss of military personnel and civilian employees expected to leave the County, but also by the intended move of nearly 1,500 military personnel who are working at other Defense installations in the area and living in private sector housing, into the proposed 1,300 acre enclave area on Fort Ord. The 4,777 family housing units located on the base and potentially available on the market at some point in the future are located in Seaside (1,417), Marina (2,107) and in the unincorporated portion of the County (1,253).



The impacts of the downsizing on the overall economy of the County substantial. However, the long-term growth of the area, based increasingly on strong agricultural and tourism growth, combined with the creation of new jobs resulting from the reuse and redevelopment of Fort Ord, will serve to mitigate the impacts over time. In the interim, efforts must be taken to minimize the negative impacts of increased unemployment and worker dislocation resulting from the move of the 7th Infantry.

The downsizing of Fort Ord will impact the County and the various cities surrounding the base through a decrease in general fund revenues resulting from the loss of population as well as the loss of sales tax and transient occupancy tax subventions. The City of Marina will suffer the largest projected impact with a loss of over \$570,000 or 14.3% of its budget. Seaside is estimated to lose over \$1 million, or 10.5% of its budget. The impact on other cities and the County ranges from none (South County cities) to about 3% of budget. Monterey County is anticipated to lose nearly \$3 million in revenues. Jurisdictions will need to deal with the expected loss of revenues by cutting discretionary operating costs or by cutting service levels.

The Monterey Peninsula Unified School District, which operates the schools on Fort Ord and in the surrounding cities, will be severely impacted by the downsizing. School officials estimate that approximately 600 teachers and support personnel will be laid off as a result of the loss of 5,000 military-related children and a concurrent revenue decrease

of \$22.5 million (33% of the total budget). Other schools impacted include the Union High School District and Elementary School Districts in Salinas which estimate revenue losses of \$1 million and \$536,500, and pupil losses of 300 and 185 respectively.

Special districts impacted by the downsizing include sanitation and water districts who will lose users when the military leaves. Rate adjustments may be necessary as operations of these enterprises are adjusted to accommodate the changes. The Monterey Peninsula Airport may experience a decrease in passenger traffic as military-related travel is reduced. Other districts are not anticipated to be significantly impacted fiscally. Most special districts have the ability to decrease costs in response to decreasing revenues, thus minimizing impacts to users.

The redevelopment of Fort Ord's 28,000± acres over the next several years will play a major role in the mitigation of the economic impacts caused by the downsizing. Vision plans developed by the County, the Fort Ord Task Force and the cities of Seaside and Marina call for intensive mixed-use development to take place, resulting in the creation of 30,000 to 50,000 new jobs over a 20-30 year period. Strong interest on the part of the California State University system has been expressed to utilize part of the base to develop a new campus and research park. Protection of the natural resources found on the base and the cleanup of existing hazardous waste sites are dealt with by the plans as are housing, recreation, agricultural and other potential land uses.

The redevelopment of Fort Ord for public and private sector uses will entail significant amounts of public investment to build or replace infrastructure (roads, sewers, water lines, etc.), to maintain and operate the existing asset base until the tax and fee revenues generated by users are sufficient to carry these costs, and to purchase those Fort Ord facilities acquired through negotiated sale.

II. Economic Impacts

A. Major Findings and Conclusions

- The direct loss of military and civilian jobs and direct expenditures for good and services in the local economy as a result of the downsize, will result in further job losses as these impacts "ripple" through the County's economy. In order to measure these effects, an economic input-output model called IMPLAN was utilized to estimate the magnitude of these indirect impacts through the use of multipliers as well as to estimate the employment effects in the County.
- Local purchases of goods and services by the Army units that are leaving were estimated to total approximately \$55.8 million in FY91. Approximately 4% of the military's budget is spent within Monterey County.
- Total personal income loss resulting from the movement of the 7th Infantry troops and the reduction of civilian employment is estimated at approximately \$189 million. About 70% of this comes from the loss of active duty military incomes. Only one half of a typical soldier's paycheck is estimated to directly impact the county's economy. The remaining income loss is the result of civilian job cuts.
- After calculating the indirect impacts resulting from the multipliers generated by the impact/output model, the total economic impact in terms of total output is estimated to be \$526.5 million.
- The total direct and indirect income impact was estimated to be \$432.3 million, based on the loss of 16,898 direct (military and civilian) jobs and 3,473 indirect (private sector) jobs. Total non-income impacts (sales of good and services) was estimated at \$94.2M.

B. Introduction

This section of the report estimates the economic impacts on Monterey County if Fort Ord were to achieve maximum downsize instantaneously. The FY91 population base and expenditures described in Section I were used as the baseline for the analysis. The direct economic impacts of the downsizing were calculated from the initial impact data. The

III. Labor Market Impact Analysis

A. Major Findings and Conclusions

- Monterey County's economy, as measured by employment levels, has grown steadily over the past several decades. The military has been a major employer in the economy, with over 20,000 active duty personnel spread out among a variety of functions and operations. Military employment has remained relatively stable, declining from 16.5% of total employment in 1984 to 13.5% in 1991. During this time period, total employment grew by 22,600 jobs, or 15.7%.
- Civilians directly employed by the military grew from 4,200 in 1981 (3.7% of all non-military jobs) to 4,700 (3.9%) in 1991, a 36% increase, as compared to a 28% increase for all non-military job sectors throughout the County.
- The fastest growing employment segments of the economy during the past decade were finance, insurance and real estate (53.8%), services (43.8%) and construction (36.4%), followed by agriculture and civilian military. Of the 31,600 new jobs created during the past decade, most were in the service sector (8,800), agriculture (7,800) and wholesale and retail trade (6,600). Together these sectors accounted for 73.4% of all new jobs.
- The downsizing of Fort Ord will result in the loss of approximately 14,300 active duty military jobs and 2,500 directly employed civilian jobs. Another 1,500 on-base civilian jobs (full and part-time) currently held by soldiers or spouses will be vacated, as will over 2,500 off-base jobs held by spouses. The indirect civilian job loss in the County economy resulting from the downsizing has been estimated at nearly 3,500. Administrative, service and sales jobs are hardest hit by the indirect impacts.
- Approximately 600 teaching and support jobs at the Monterey Peninsula Unified School District are expected to be lost when the 7th Infantry leaves.
- The significant impacts resulting from the downsizing will require additional resources from State, Federal and private resources to cope with anticipated increases in unemployment, worker dislocation and other attendant issues.

IV. Fiscal Impacts

A. Major Findings and Conclusions

- The downsizing of Ford Ord will directly and significantly impact the Monterey County government, through a reduction of revenues caused by the reduction in population. Substantial impacts will also be felt by the cities located adjacent to or in close proximity to Ford Ord, and by the Special Districts which provide a wide range of services to County residents.
- The loss of revenues to the County is estimated to be approximately \$3.0 million, broken down into \$2.7 million for population-related revenues and \$232,000 on loss of Sales Tax and Transient Occupancy Tax revenues.
- City fiscal impacts were estimated to vary from a high of 14.3% of Marina's budget to a low of 1.0% for Salinas. South County cities are expected to have very small or negligible impacts as a result of the downsizing.
- A total of 4,775 off-base housing units (located throughout the County but concentrated around Ford Ord) are estimated to be vacated as a result of the downsizing. In addition, another 4,777 units of on-base family housing units will potentially be available for reuse. The total number of potential vacancies (9,552) is approximately 8% of the County's total 1990 housing stock, or 17% of the County's 1990 rental market. In 1990 the average rental vacancy rate in the County was approximately 3.8%. An estimated 4,646 military personnel and dependents attached to other military units staying in the area, such as the Defence Language Institute and the Naval PostGraduate School, are expected to move into the military enclave in Seaside from off-base housing in the surrounding communities, also contributing to increased vacancy rates.
- The cities of Marine and Seaside will be most severely impacted due to their proportionately larger share of the anticipated population loss and to the loss of retail and service business sales directly catering military personnel. The City of Marine is expected to lose a total of 14,912 active duty military personnel, civilian employees and family members, or approximately 56% of the City's 1990 population of 26,436. This includes an estimated 10,637 persons living in on-base

family units and barracks. The City of Seaside will lose 10,775 people, or nearly 28% of its 1990 population of 38,901.

- The Monterey Peninsula Unified School District will be severely impacted, with an estimated loss of \$22.5 million in revenues (31.3% of its 1991 budget), approximately 5,000 students, and 600 teachers and support staff. The Salinas Union High School District anticipates a loss of 200 - 400 students and approximately \$1,000,000 in lost revenues. Monterey Peninsula College expects a net loss of \$600,000 due to a 5-10% loss in the number of students taking courses. Other school systems will be impacted to a lesser degree due to the loss of students and subsequent ADA revenues.
- Other special districts will be impacted due to the loss of users or customers, resulting in possible changes in operations and service delivery levels. Actual fiscal impacts for individual districts will depend on their ability to reduce costs relative to possible reductions in revenues.

APPENDIX J-3

DRAFT

**PRELIMINARY SUMMARY OF FINDINGS
FORT ORD ECONOMIC ADJUSTMENT PLAN**

June 15, 1992

Prepared for:

THE CITIES OF SEASIDE AND MARINA

Prepared by:

WILLIAMS-KUEBELBECK & ASSOCIATES, INC.
Real Estate Economic, Financial and Management Consultants
1301 Shoreway Road, Suite 317
Belmont, CA 94002
Telephone: (415) 593-7600
FAX: (415) 593-4147

Williams-Kuebelbeck and Associates, Inc. was retained by the Ford Ord Economic Development Authority to prepare an Economic Adjustment Plan. The purpose of the plan is to provide the Cities of Marina and Seaside with the following:

1. Background data summarizing the Marina/Seaside demographic characteristics, economic conditions that serve as the setting for reuse activities
2. An evaluation of Ford Ord facilities including acreages, square footage and conditions;
3. An overview of economic potential for candidate reuse activities
4. Identification of alternative reuse scenarios and examination of their overall development feasibility
5. Evaluation of the fiscal and economic impacts of alternative reuse activities

This summary report reviews our preliminary findings. A final report will provide extensive documentation and discussion related to the five key elements in our scope of work.

A. REGIONAL ECONOMIC SETTING

1. Magnitude of downsizing

Table 1 summarizes our findings regarding the magnitude and timing for downsizing of Ford Ord. These data indicate a net decrease of over 14,000 military personnel and of over 2,000 civilian jobs. In addition, the downsizing will cause the exit of 17,000 family members from the area. Overall, while the Ford Ord military population is expected to decline by 96 percent, overall military in the area will decline by less, approximately 24 percent given the large retired military population and personnel at other military facilities in the area (Defense Language Institute, Fort Hunter Liggett).

2. Population and Employment Trends

Since 1970, Seaside and Marina have had slower growth than either Monterey County as a whole or the State of California. This is probably due to economic conditions which limit employment opportunities as well as the cities' dependence on Ford Ord which has remained the same size over the last decade. Nearly all of the population growth in Marina between 1980 and 1990 is due to construction of new military housing.

**Table 1
Fort Ord Economic Adjustment Plan
Magnitude and Timing of Base Downsizing**

	<u>Existing Conditions</u>	<u>Projected 1997 Populations</u>
<u>Fort Ord</u>		
Active Duty Military	14,372	5
Family Members	17,038	6
Civilian Military Jobs	3,855	1,579
Other	<u>1,245</u>	<u>4</u>
Subtotal Fort Ord	36,510	1,594
 <u>County Total</u>		
Active Duty Military	21,608	7,247
Family Members	25,389	8,364
Civilian Military Jobs	6,949	4,914
Other	2,564	1,323
Retired Military	19,400 - 21,513 ¹	22,500 - 24,700 ²
Retired Military Family Members	<u>29,236 - 31,725</u> ¹	<u>33,900 - 36,389</u> ²
 Grand Total	 105,146 - 109,748	 78,248 - 82,937

(1) Discrepancy in retired military figures as reported

(2) Potential growth based on historic trends.

Sources: U.S. Army

Overall, military personnel represent 30 to 40 percent of the local populations of Marina and Seaside, a higher percentage than the County or State averages which are 11 and 2 percent, respectively. Tables 2 and 3 summarizes data on population trends for the cities of Seaside and Marina.

Table 2
Fort Ord Economic Adjustment Plan
Population¹

	<u>Marina</u>	<u>Seaside</u>	<u>City of Monterey</u>	<u>County of Monterey</u>	<u>State of California</u>
Population					
1970	N/A	35,935	26,302	249,100	20,009,000
1980	20,647	36,567	27,558	290,444	23,771,000
1990	26,436	38,901	31,954	355,660	29,558,000
Average Annual Change					
1970-1990	N/A	0.4%	1.0%	1.8%	2.0%
1980-1990	2.5%	0.6%	1.5%	2.0%	2.2%

(1) Includes base population.

Source: U.S. Bureau of the Census, Williams-Kuebelbeck and Associates

Table 3
Fort Ord Economic Adjustment Plan
Military Personnel as Percentage of Total Population

	1990 <u>Population</u>	<u>Military Personnel</u>			<u>Military Personnel as a Percent of Total Population</u>		
		<u>Active</u>	<u>Retired</u>	<u>Total</u>	<u>Active</u>	<u>Retired</u>	<u>Total</u>
Marina	26,436	6,003	1,400	10,403	23%	17%	40%
Seaside	38,901	7,371	4,210	11,581	19%	11%	30%
County of Monterey	355,660	21,302	19,000	40,302	6%	5%	11%
California	29,558,000	302,000	213,739	525,739	1%	0.7%	1.7%

Source: U.S. Bureau of the Census, U.S. Army, Williams-Kuebelbeck and Associates

Marina and Seaside currently have unemployment rates that are higher than either the countywide or statewide average. Local unemployment is due largely to a lack of economic growth and diversity and a resulting scarcity of jobs in both communities. Ford Ord has had a distinct impact on the economic evolution of the Seaside and Marina. For example, both

communities have relatively limited retail structure. This is in part attributable to the propensity of military personnel and their dependents to purchase retail goods on-post. Further, neither Marina and Seaside has a fully developed services economy. Table 4 summarizes data on employment levels for Marina and Seaside.

Table 4
Fort Ord Economic Adjustment Plan
Number of Jobs, Employment and Unemployment
1980-1990

	<u>1983</u>	<u>1985</u>	<u>1990</u>	<u>Average Annual Percent Change 1983-1990</u>
<u>Marina</u>				
Labor Force	7,874	8,182	8,859	1.7%
Employment	7,259	8,030	8,030	1.5%
Unemployment Rate	7.8%	1.9%	9.4%	
<u>Seaside</u>				
Labor Force	12,335	12,822	13,886	1.7%
Employment	10,718	11,401	12,610	2.3%
Unemployment Rate	13.1%	11.1%	9.2%	
<u>City of Monterey</u>				
Labor Force	13,799	14,468	15,797	2.0%
Employment	12,663	13,470	14,900	2.4%
Unemployment Rate	8.2%	6.9%	5.7%	
<u>Monterey County</u>				
Labor Force	142,400	148,100	160,600	1.7%
Employment	124,500	132,400	146,500	2.4%
Unemployment Rate	12.6%	10.6%	8.8%	
<u>State of California</u>				
Labor Force	12,281,000	12,981,000	14,670,000	2.6%
Employment	11,095,000	12,048,000	13,846,000	3.2%
Unemployment Rate	9.7%	7.2%	5.6%	

Source: California Employment Development Department

3. Business and Commercial Activity

Table 5 presents data on employment in Monterey by sector. Historically, three major industries have constituted the cornerstones of the Monterey County economy. They are: military, tourism and agriculture. These industries provide approximately 50,000 jobs in Monterey County or approximately 35 percent of the total number of jobs throughout the County. In addition to these major industries, construction, manufacturing, utilities, trade, FIRE services and local government provide approximately 50,000 jobs throughout the County.

Table 5
Fort Ord Economic Adjustment Plan
Monterey County Employment Trends by Sector

	Wage and Salary Employment			1981-1985		1985-1990	
	1980	1985	1990	Number	Percent	Number	Percent
Agriculture	21,700	24,200	30,200	2,500	11.5%	6,100	25.2%
Mining	400	500	300	100	25.0%	-200	-40.0%
Construction	3,300	3,800	4,600	500	15.1%	800	21.0%
Manufacturing	8,900	9,000	10,400	100	1.1%	1,400	15.6%
Durable Goods ¹	2,400	2,800	3,700	400	16.7%	900	32.1%
Nondurable Goods ²	6,500	6,200	6,700	-300	-4.6%	500	8.0%
Transp. & Public Utilities	5,200	4,900	4,700	-300	-5.8%	-200	-4.1%
Wholesale Trade	3,300	3,600	5,300	300	9.1%	1,700	47.2%
Retail Trade	19,400	23,900	24,900	4,500	23.2%	1,000	4.2%
FIRE ³	4,400	4,700	6,300	300	6.8%	1,600	34.0%
Services ⁴	19,600	24,000	28,700	4,400	22.4%	4,700	19.6%
Government							
Federal ⁵	7,300	8,600	9,000	1,300	17.8%	400	4.4%
State & Local	<u>16,600</u>	<u>17,200</u>	<u>19,000</u>	<u>600</u>	<u>3.6%</u>	<u>2,500</u>	<u>14.5%</u>
Total, All Industries ⁶	110,000	124,300	143,400	1,675	7.1%	3,400	13.5%

(1) Includes industrial machinery, electronic equipment and other durable goods

(2) Includes printing & publishing, food & kindred products and other nondurable goods.

(3) Finance, Insurance and Real Estate

(4) Includes employment in hotels, motels, business services, health services and other services.

(5) Includes civilian employment in the Department of Defense and other Federal Government employment.

(6) Detail may not add to totals due to independent rounding

Source: California Employment Development Department

Agriculture - Since 1980 crop values in Monterey County have increased by almost 90 percent. Since 1983, agricultural employment has increased by 36 percent, not including increases in employment in the food processing or packing trades which have also grown dramatically since 1980. In terms of value, fruits and nuts, vegetables and nursery crops are the most important crops to the Monterey County economy. Although Seaside and Marina do not have agricultural activities within their corporate limits, the County's strength in agricultural production generates many potential indirect impacts for these cities, for example in terms of retail sales and food processing jobs. Table 6 summarizes data on crop values for Monterey County since 1980.

Tourism - Visitors to Monterey County include campers, day visitors, conventioners and visitors who come to the area while visiting such attractions as the Monterey Bay Aquarium, Cannery Row, Fisherman's Wharf and the unique retail facilities and restaurants. A study prepared by the Monterey Visitors and Convention Bureau found that travel spending in the County for 1989 resulted in 20,000 jobs and \$240 million in payrolls in businesses serving travelers. Travel-related jobs included approximately 8,000 jobs countywide in restaurants and other eating drinking places, approximately 5,000 jobs in the lodging industry and approximately 7,000 jobs in retail stores and variety of other businesses. The Visitors and Convention Bureau report notes that the number of travel-related jobs exceeds military and civilian employment at Fort Ord.

Table 6
Fort Ord Economic Adjustment Plan
Crop Values 1980 - 1990
(in millions of \$)

	<u>1980</u>	<u>1985</u>	<u>1990</u>
Fruits and Nuts	83.9	135.2	260.4
Vegetables	504.7	688.8	943.4
Field Crops	43.3	22.9	18.5
Seed Crops	3.9	3.1	6.2
Apiary	.6	.6	.1
Nursery Crops	53.2	77.7	112.5
Livestock, Poultry and Dairy	<u>55.9</u>	<u>44.1</u>	<u>56.5</u>
TOTAL	\$745.5	\$972.4	1,397.6

Source: Monterey County Department of Agriculture

Overall visitors to Monterey County spent an estimated \$1.2 billion 1989. Table 7 summarizes visitor spending by category.

Table 7
 Ford Ord Economic Adjustment Plan
 Expenditures by Visitors to Monterey County

<u>Category</u>	<u>Expenditures</u>
Retail Shopping	\$ 320 million
Eating and Drinking Places	\$ 290 million
Lodging	\$ 260 million
Entertainment	\$ 140 million
Other ¹	\$ 190 million
Total	\$ 1,200 million

1) Includes food stores, car rental agencies, gas stations.

Source: Monterey Convention and Visitors Bureau, Williams-Kuebelbeck and Associates

Unfortunately, the Cities of Seaside and Marina have not successfully captured their per capita or pro rata share of visitor expenditures. In spite of coastal locations, these communities lag well behind the cities of Carmel and Monterey in visitor expenditures, as indicated by transient occupancy tax generation. Table 8 summarizes transient occupancy tax collections for selected Monterey County communities. Development of attractive overnight accommodations and visitor serving facilities in Seaside and Marina could improve their performance.

Table 8
 Ford Ord Economic Adjustment Plan
 Monterey County Transient Occupancy Tax Collections - 1989

<u>City</u>	<u>Total T.O.T. Collections</u>	<u>Number of Hotel/Motel Rooms</u>	<u>Population</u>	<u>Per Capita T.O.T. Collections</u>
Salinas	\$724,298	1,400	102,300	\$7
Monterey	\$8,168,790	4,500	31,650	\$258
Monterey County	\$6,104,346	1,300	100,900	\$ 60
Carmel	\$2,543,724	2,000	5,000	\$509
Seaside	\$392,994	520	36,800	\$11
Marina	\$264,542	548	30,200	\$9
Pacific Grove	\$1,541,973	1,100	16,700	\$92

Source: Monterey Convention and Visitors Bureau, Calif. Dept. of Finance, Williams-Kuebelbeck and Associates

Wholesale, Retail and Services - Seaside and Marina have small shares of Monterey County's wholesale, retail and services employment, except for in the auto sales and repair category where Seaside shows some advantage. Table 9 summarizes data on Service, Retail and wholesale jobs for Seaside and Marina.

Table 9
Fort Ord Economic Adjustment Plan
Number of Service , Retail and Wholesale Jobs in Seaside and Marina

	<u>Seaside</u>		<u>Marina</u>		<u>Monterey County</u>	
	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>	<u>Number</u>	<u>Percent of Total</u>
1987 Census						
Wholesale	160	3.2%	9	0.2%	5,025	100%
Retail	2,007	8.7%	592	2.6%	22,953	100%
Services	1,222	6.4%	257	1.3%	19,067	100%
1990 EDD¹						
Wholesale	169	3.2%	9	0.2%	5,300	100%
Retail	2,177	8.7%	642	2.6%	24,900	100%
Services	1,839	6.4%	387	1.3%	28,700	100%

1) Number of jobs in 1990 for Seaside and Marina are estimates

Sources: 1987 Census of Wholesale Trade, California ; 1987 Census of Retail Trade, California; 1987 Census of Service Industries, 1987; California Employment Development Department.

B. DEVELOPMENT STRATEGY

Reuse Alternatives - In order to identify key planning and implementation activities to be undertaken by Marina and Seaside, WK&A, in association with City staffs examined a series of target land uses and identified three alternative reuse plans. The three alternatives served as key inputs to a development strategy model which evaluates the overall economic feasibility of each alternative from a real estate development alternative. Tables 10 through 12 summarize best estimate (based on gross planimetered areas) the land uses proposed under each alternative and Table 14 summarizes the salient features of each alternative.

Table 10
Fort Ord Economic Adjustment Plan
Preliminary Reuse Plan Alternatives
Alternative #1 "Vision Plan Alternative" (1)

	<u>Total Acreage</u>	<u>Seaside</u>	<u>Marina</u>	<u>Monterey County Area</u>
Higher Education	499	499	0	
Ocean/Environmental Research	325	180	145	
Office	405	77	328	
R & D/Industry	1,600	1037	563	
Visitor Serving				
Lodging	131	131	0	
RV/Campground	69	69	0	
Retail	997	383	614	
Residential	2,311	1005	1306	
High Density Recreation (2)	1,287	704	583	
Low Density Recreation (3)	748	442	306	
Government (4)	1,094	215	879	
Aviation	396		396	
Open Space	<u>603</u>	<u>224</u>	<u>379</u>	
Subtotal, Near Term Development	10,465	4,966	5,499	
Urban Reserve	10,999	10,999	0	
County				6,536
Total Acreage	28,000	15,965	5,499	6,536

(1) Acreages provided by cities of Seaside and Marina or calculated by WK&A

(2) Includes cultural center, museums, performing arts, sports complex, health spa, ice rink, theme parks, zoo, amphitheater

(3) Includes botanical gardens, golf courses, equestrian center.

(4) Includes government center, sports fields, transit center.

Source: Williams-Kuebelbeck and Associates

Table 11
Fort Ord Economic Adjustment Plan
Preliminary Reuse Plan Alternatives
Alternative #2 "Task Force Strategy " (1)

	Total Acreage	Seaside	Marina
Higher Education	1,138	36	1,102
Ocean/Environmental Research	0	0	0
Office	78	78	0
R & D/ Industry	1,121	0	1,121
Industry	0	0	0
Visitor Serving			
Lodging	0	0	0
Campground/RV Park	21	0	21
Retail	29	29	0
Residential	1,319	276	1,043
High Density Recreation	31	0	31
Low Density Recreation	0	0	0
Government	21	0	21
Aviation	<u>281</u>	<u>0</u>	<u>281</u>
Subtotal, Developed Areas	4,039	419	3,620
Open Space	<u>23,961</u>	<u>23,181</u>	<u>780</u>
Total	28,000	23,600	4,400

(1) Acreages calculated by WK&A

Source: Ford Ord Task Force, Williams-Kuebelbeck and Associates

Table 12
Fort Ord Economic Adjustment Plan
Preliminary Reuse Plan Alternatives
Alternative #3 "The Economic Development Plan"

	<u>Total</u> <u>Acreage</u>	<u>Seaside</u>	<u>Marina</u>
Higher Education	500	500	0
Ocean/Environmental Research	300	150	150
Office	200	100	100
R & D/Industrial	1,500	700	800
Visitor Serving			
Lodging	50	25	25
Campground/RV Park	40	40	0
Retail	450	250	200
Residential	1,200	600	600
High Density Recreation	400	200	200
Low Density Recreation	1,300	900	400
Government	200	100	100
Aviation	278	0	278
Open Space	<u>922</u>	<u>572</u>	<u>350</u>
Subtotal, Near Term Development	7,340	4,137	3,203
Urban Reserve	20,660	19,463	1,197
Total	28,000	23,600	4,400

(1) Includes cultural center, museums, performing arts, sports complex, health spa, ice rink, theme parks, zoo, amphitheater

(2) Includes botanical gardens, golf courses, equestrian center.

(3) Includes government center, sports fields, transit center.

Source: Williams-Kuebelbeck and Associates

TABLE 14

Salient Features of Alternative Land Use Plans

- | | |
|-----------------------|---|
| Alternative #1 | <ul style="list-style-type: none">• Combined "vision plans" of Seaside and Marina• Visitor serving uses emphasize higher value lodging and amusements• Extensive "Government" land uses: transit center, schools, government centers, vocational schools• Questionable market support |
| Alternative #2 | <ul style="list-style-type: none">• Task Force Strategy• Phased development of 1,200 acre University Campus• Extensive open space• Minimal emphasis on visitor serving uses• Minimal emphasis on revenue generating uses |
| Alternative #3 | <ul style="list-style-type: none">• Economic development plan• Smaller, one-phased university campus• Manufacturing uses contemplate a wide variety of innovative manufacturing• Greater quantity of open space relative to alternative #1• Recreation uses emphasize low density recreation• Greater proportion of development occurs in later years (30-60 years)• Residential uses have higher values and assume value oriented replacement of existing housing |

Economic Feasibility Analysis - The objective of economic feasibility analysis is to determine the costs and revenues generated to the cities of Seaside and Marina for implementation of alternative reuse plans at Ford Ord. For the purposes of pro forma economic feasibility analysis, WK&A assumed that both cities would adopt redevelopment project areas that would include all Fort Ord lands within their corporate limits. Under this redevelopment assumption tax increment becomes a primary revenue source available to the cities for implementation of reuse activities. WK&A further assumed that reuse activities would occur under a master developer program whereby a developer makes an upfront contribution for land acquisition, a portion of which is reimbursed out of tax increment after redevelopment has occurred and incremental assessed value has occurred.

In order to evaluate economic feasibility, WK&A has constructed a computer spreadsheet model which projects a series of economic performance measures based on a series of inputs for example, land use acreages, reuse phasing, land and building values, construction and site preparation costs and inflation. Figure 1 shows the components of development feasibility model graphically. Initially, we have considered annual operating income¹, tax increment generation and total borrowing (from the master developer) as key economic evaluation criteria.

Results of Economic Feasibility Analysis - Table 15 shows selected economic performance criteria for each of the three alternative reuse scenarios. Overall, Alternative 1, "The Vision Plan" while generating very large tax increment revenues, results in the largest debt to the master developer. Further, in the case of Marina, the net income stream generated to the city is very negative, suggesting that the City would need to provide a heavy subsidy were it to implement this alternative under the master developer with reimbursement structure. This is due largely to the heavy costs for "government" land uses proposed for Marina under Alternative 1. Alternative 2 "The Task Force Strategy" is affordable from the standpoint of net income generation, but has poor tax increment generation potential. Further, as our economic impact analysis shows (see following section), Alternative 2 would result in very few new jobs created. Alternative 3 has very strong tax increment generating potential but does not generate a negative net income to either city in the implementation phase.

¹Net operating income refers to the net revenue stream generated to the City in the implementation phase of reuse activities. Appendix A to this summary report shows a hypothetical calculation of net revenue.

Development Strategy Model

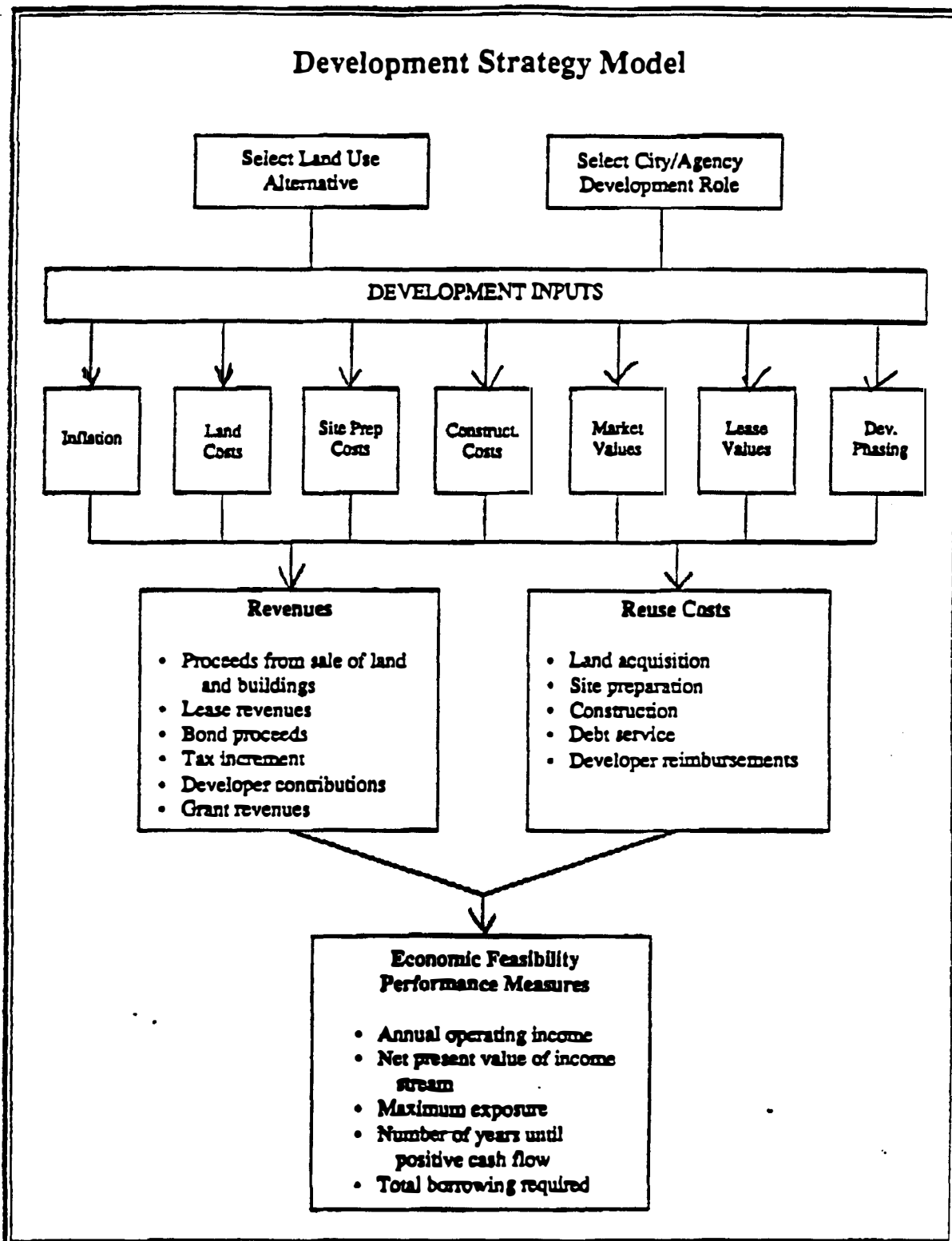


Table 15
Results of Economic Feasibility Analysis

Alternative #1	<u>Marina</u>	<u>Seaside</u>
NPV of Income Stream	-\$38.1 million	\$5.1 million
Maximum Debt to Developer	\$217.3 million	\$65.6 million
NPV of Tax Increment	\$102 million	\$73.5 million
Alternative #2		
NPV of Income Stream	\$26.9 million	\$4.9 million
Maximum Debt to Developer	\$20.5 million	\$5.7 million
NPV of Tax Increment	\$45.9 million	\$10.5 million
Alternative #3		
NPV of Income Stream	\$15.1 million	\$15.7 million
Maximum Debt to Developer	\$41.4 million	\$41.8 million
NPV of Tax Increment	\$48.9 million	\$49.9 million

C. FISCAL AND ECONOMIC IMPACTS

WK&A has also evaluated the impact of the three alternative reuse plans on the General funds and local economies of the Cities of Marina and Seaside. Fiscal impact differs from the development feasibility analysis presented above in that it evaluates the *ongoing* costs and revenues each alternative will generate to the affected cities.

1. Fiscal Impact Methodology

Reuse activities at Ford Ord will generate both costs and revenues to the cities of Seaside and Marina.

Revenues - Key sources of revenues generated to the Cities general funds include taxes, licenses & permits, charges for services, fines & forfeitures and subventions. Because it is assumed that all development /reuse will occur within redevelopment project areas, the new land uses will not generate property tax to either cities' general fund. While reuse activities

will generate very large levels of property tax increment to the Cities' redevelopment agencies, these funds are restricted to redevelopment activities, pursuant to California Redevelopment Law.

Expenses - Reuse activities at Ford Ord will generate significant costs to the affected cities who must provide services to new residents and employees. The largest of the new costs will be for public safety (police and fire). In addition, reuse activities will generate costs for parks and recreation, community development, public works and general administration.

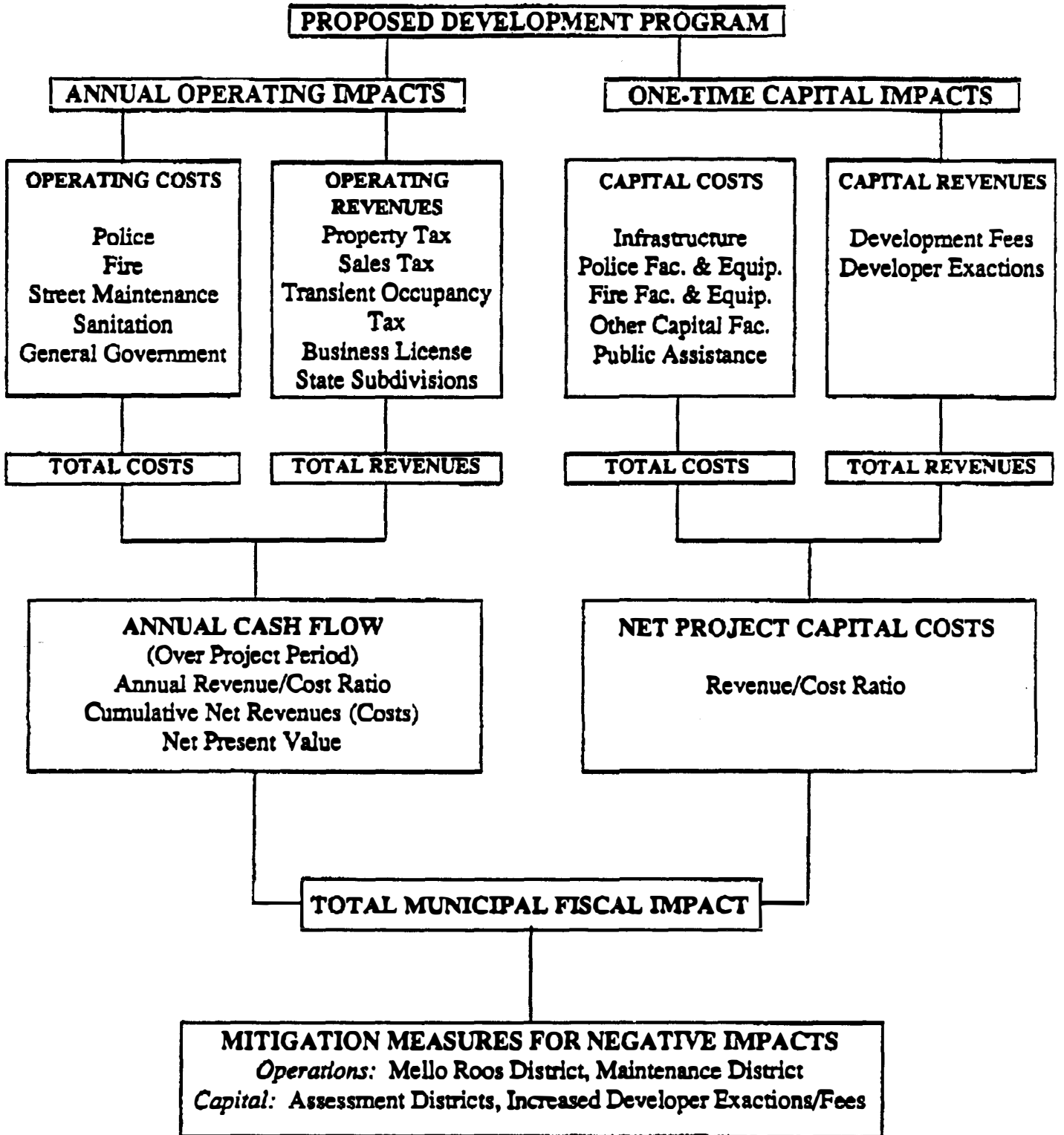
Fiscal Impact Model - In order to estimate the fiscal impact of alternative reuse alternatives, WK&A has developed a computer spreadsheet model that forecasts net annual fiscal impact to a city's general fund based on a specified land development program. In addition, the model considers other user specified inputs such as per capita and per employee costs and revenues for various City budget line items, inflation, household size and employee densities. Figure 2 shows our computerized fiscal model graphically.

The key result generated by our computer model is net annual revenue (or costs) based on the difference between total annual revenues and total annual costs. For each of the three alternatives we have calculated the net present value of these net revenues over a 30 period, applying an annual discount rate to correct for the time value of money. This "net present value of 30-year income stream" serves as basic measure for comparing the fiscal impact of the three reuse alternatives. Table 16 summarizes the results of our fiscal impact analysis. Overall, Alternative #3, the Economic Development Alternative generates the most positive fiscal impact to both cities over the 30-year analysis period. Alternative 2 the Task Force Strategy generates a negative fiscal impact to both cities.

Table 16
Ford Ord Economic Adjustment Plan
Summary of Fiscal Impact Analysis- Present Value of Net General Fund Revenues

	<u>Marina</u>	<u>Seaside</u>
Alternative #1	\$2.7 million	\$16.8 million
Alternative #2	-\$27.4 million	-\$5.3 million
Alternative #3	\$4.8 million	\$44.0 million

APPROACH TO FISCAL IMPACT ANALYSIS



Appendix A
REVENUE AND COST ITEMS
**APPLICABLE UNDER DEVELOPER CONTRIBUTION/
REIMBURSEMENT DEVELOPMENT STRUCTURE**

Revenues

- * Proceeds from Raw Land Sale
- Proceeds from Improved Land Sale
- Proceeds from Sale of Built Structures
- Lease Revenues
- Bond Proceeds
- * Tax Increment
- * Developer Contributions
- Grant Revenues

Total Revenues

Costs

- * Raw Land Acquisition
- Site Preparation (Govt. Facilities)
- * Construction Costs (Govt. Facilities)
- Debt Service
- * Developer Reimbursements

Total Costs

Net Revenues

APPENDIX J-4

DRAFT

**DRAFT
HOUSING IMPACT ANALYSIS
OF FORT ORD DOWNSIZING**

Prepared for:
FORT ORD COMMUNITY TASK FORCE

Prepared by:
SEDWAY & ASSOCIATES

Date of Report:
JUNE 15, 1992

I. INTRODUCTION AND EXECUTIVE SUMMARY

PURPOSE OF REPORT AND BACKGROUND

The Fort Ord Community Task Force, in cooperation with the County of Monterey and affected local municipalities, retained Sedway & Associates (S&A) to prepare a regional housing impact analysis related to the downsizing of the Fort Ord Military Reservation and relocation of the U.S. Army 7th Infantry Division to Fort Lewis, Washington. The Fort Ord Military Reservation, totalling 28,000 acres, is located on the Monterey Peninsula in Monterey County, California. The Military Reservation was officially designated for downsizing in October, 1991.

The purpose of this report is to assess the housing impacts associated with the downsizing of Fort Ord on the surrounding private housing market; provide short-term program recommendations for mitigating negative impacts associated with the downsizing; and critique long-term land use strategies proposed by the Fort Ord Community Task Force and entities within the County for use or partial use of the Fort Ord facilities.

The Ford Ord Military complex consists of Fort Ord, the Presidio of Monterey and Fort Hunter Liggett. The Fort Ord complex is the home base of the 7th Infantry Division, a rapid deployment force, in addition to the U.S. Army Test and Experimentation Command, the Defense Language Institute (DLI), the Silas Hayes Army Community Hospital and support component training.

Fort Ord has the largest on-base family housing stock in the Department of the Army.¹ A total of 15,600 housing units on base, including 4,650 family housing units, will be vacated. In addition, Fort Ord military personnel occupy approximately 4,420 units off-base in private housing.

The military personnel residing in the private housing market include individuals assigned to Fort Ord, the Defense Language Institute (DLI), and the Naval Post Graduate School (NPGS). According to the Fort Ord Task Force, the 2,183 Fort Ord personnel living off-base will vacate their units when the 7th Infantry begins moving to Fort Lewis, Washington in 1993 and should complete the move in 1994. The 1,489 DLI and NPGS military personnel currently living off-base will relocate to Fort Ord housing and will ultimately reside in the military enclave at Fort Ord as the units are vacated by the Fort Ord personnel. This transition will most likely be naturally phased to accommodate the Fort Ord personnel's moving schedule. Although the move is scheduled for 1993, many Fort Ord military personnel are finding a tight housing market in the Fort Lewis area that will most likely result in a slower transition period.

¹"Ford Ord Segmented Housing Market Analysis (SHMA)", April 1990, p. 15.

METHODOLOGY AND ASSUMPTIONS

S&A's research for this report included uses of secondary data sources, such as the 1980 and 1990 U.S. Census reports, State Department of Finance, Board of Realtors, Construction Industry Research Board, RKG Associates, Kuhn Consulting Services, Donnelly Marketing Information Services, and other sources. Primary research sources involved a survey of 3,450 apartment units in Monterey County, a survey of over 30 residential developments in the planning pipeline, interviews with local planning officials, and discussions with Fort Ord personnel and Fort Ord Task Force members. S&A relied on data from the Fort Ord Housing Office for the location of housing units off-base, statistics of on-base housing and other pertinent housing information.

Based on information from the Fort Ord Task Force, S&A assumes that the downsizing will begin in 1993 and will continue through the first quarter of 1994. In addition, S&A assumes that the military will retain approximately 1,300 acres of land as a "military enclave" within the Fort Ord Military Reservation to house the remaining military personnel from Fort Ord, the Defense Language Institute (DLI) and the Navy Post Graduate School (NPGS). The enclave, referred to as the Presidio of Monterey, will consist of approximately 1,590 family housing units to account for the needs of active military personnel who will stay in Monterey. In addition, S&A assumes that the hospital currently located on Fort Ord will not close, thus precluding the relocation of a portion of the 17,500 military retirees and family members that are dependent on the hospital's medical services.

This report provides S&A's assessment of the short-term (Chapter III) and long-term impacts associated with the downsizing of Fort Ord. S&A assumes that in the short term, a five-year period from 1993 through 1997, there will be no disposition or development of the surplus properties at Fort Ord including the existing housing units on-base. The disposition process of surplus federal properties involves a complex conveyance schedule that gives acquisition priority to the Department of Housing and Urban Development (HUD) for homeless housing, other federal agencies, state and local governments, and the private market at fair market value. S&A provides strategies to address the short term housing impacts involving the 4,420 off-base housing units that will be vacated by military personnel and the larger private housing market that will experience increased vacancies as well.

S&A's assessment of the long-term housing impacts focuses on the housing re-use strategies and housing demand resulting from the economic development and land use alternatives proposed by the Fort Ord Task Force, the County of Monterey, and the Seaside/Marina strategy plans. S&A assumes that the conveyance and re-use of the housing units on base will not occur before 1997.

SUMMARY OF FINDINGS

Overview of Monterey County's Housing Market

Monterey County's housing market is very vibrant where demand has consistently outstripped supply throughout the past decade. This finding is reflected in strong residential absorption averaging 1,900 units annually, extremely low overall vacancy rates for non-seasonal rentals (1.8 percent) and for-sale (1.1 percent) units, and increasing upward pressures on price and rents. Monterey County's median home values and rents increased by almost twice the rate of median household income in the past decade.

Monterey County has a bifurcated housing market that includes the high priced and constrained Monterey Peninsula market, and the growing, more affordable market in the Salinas Valley area. There are approximately 11,000 housing units in the planning and development pipeline in Monterey County, of which 96 percent are located outside the Monterey Peninsula. Of the total planned housing developments in the pipeline, approximately 13 percent will be affordable to low- and moderate-income households (i.e., priced below \$141,000 per unit). The relatively high proportion of affordable units can be attributed to municipalities' affordable housing policies and private market conditions in the rural parts of the county. Residential development has been constrained on the Monterey Peninsula due to inadequate infrastructure capacities and a shortage of vacant land zoned for residential uses.

There is a severe deficit of affordable housing in Monterey County, resulting in limited opportunities for first-time homebuyers. In 1990, only 13 percent of new and existing homes were priced in the range that was affordable to households earning the median income of \$30,634, assuming prevailing interest rates and a 20 percent down payment. In addition, there was an inadequate stock of condominiums and townhomes that provide an important means for first-time homebuyers to enter the housing market. In 1990, there were only 1,756 multifamily owner-occupied units in the County, representing only 1.6 percent of the total occupied housing stock.

Some degree of migration to the Monterey Peninsula from other parts of the county will occur as low-income households that are currently overpaying for housing (relative to income) find relief from the large stock of affordable vacant units previously occupied by military personnel. Approximately one-third of the rental housing units (1,560 units) occupied by military personnel are affordable to low-income households. The military's basic allowance for quarters (BAQ) and variable housing allowance (VHA) for Monterey County amount to \$577 to \$632 for the lowest paid soldiers with dependents (ranks E-1 through E-4), rents that are affordable to low-income households in Monterey County. Approximately 35 percent of the low-income apartments are located in Marina, 22 percent are located in Salinas and 21 percent are located in the city of Monterey.

Inter-county migration will also occur as overcrowded households seek affordable housing opportunities created by the large vacancies in lower-rent areas. The U.S. Department of

Housing and Urban Development's (HUD) definition of "overcrowded" is households with more than 1.01 persons per room in the house. According to 1990 Census figures, approximately 15 percent of the households in Monterey County live in overcrowded conditions. The areas with the greatest concentrations of overcrowded housing units are in the agricultural and rural areas of Pajaro Valley (67 percent), Soledad (48 percent), Castroville (44 percent), and King City (32 percent). Within the primary market area, Seaside and Salinas have a relatively high proportion of households that are overcrowded, at 16 percent and 22 percent, respectively. In contrast, most of the cities in the Monterey Peninsula have a nominal level of overcrowded households as exemplified by the City of Monterey (4 percent) and Pacific Grove (3 percent).

Based on a preliminary analysis of commuting patterns, jobs/housing ratio, housing values and rents, and projected population growth rates, S&A projects that migration to the Peninsula from the Salinas Valley may be significant, however, migration from the southern and rural portions of the county will be nominal.

Commuter data indicates that the majority of employed population in rural Monterey County are economically, in addition to topographically, isolated from the rest of the county. The rural population's primary source of employment is agricultural or service occupations, located near their residences, and thus they would most likely not move to the Peninsula. For the most part, the non-Peninsula communities have a relatively balanced jobs/housing balance and rents will remain significantly lower than in the greater Monterey Peninsula housing market area.

Significant in-migration into Monterey County from southern Santa Clara and Santa Cruz county employees can be expected during the next several years due to potential declining rents resulting from the Fort Ord downsizing, newly created condominium opportunities, and a continuing erosion of housing affordability in the larger region. Housing affordability in Santa Clara, Santa Cruz and San Benito counties declined more severely than in Monterey County during the past decade. In Santa Cruz and San Benito counties, housing affordability declined 16 percent and 32 percent, respectively, in the past decade based on a homeownership affordability index. Santa Clara County employees have been seeking housing in San Benito County for the past decade; however, as housing prices have risen above Monterey County prices, Santa Clara commuters likely will turn to Monterey as an affordable alternative. Salinas can expect a significant increase of southern Santa Clara County employees seeking housing, especially first-time homebuyers. Santa Cruz County will be the primary source of in-migration to the Monterey Peninsula.

Monterey County has an inadequate supply of housing to meet the needs of special populations that are not served by the conventional private market. Special populations include seniors, homeless, migrant farmworkers, the disabled, single parents and battered women. These populations often require specialized design, services, rent structures, and locational attributes that can only be achieved through intervention by the public sector (e.g., public policy, land use designation, subsidies, etc.). Many of the existing barracks and group quarters could be appropriately re-used to serve these populations.

Short-Term Housing Impacts of Fort Ord Downsizing

Except for some Peninsula communities, the additions to the private housing market from both vacated rental units (off-base) and new housing development will not have a severe negative impact on Monterey County's housing market as a whole. During the next five years, approximately 5,000 vacated rental units potentially could be added to the Monterey County housing stock as a result of the Fort Ord downsizing. An additional 5,000 new for-sale housing units are in the planning pipeline. The addition of 10,000 units represents slightly less than the 12,000 unit increase Monterey County captured in the five-year period from 1985 to 1990. The decline in Monterey County's housing demand due to population and job loss will most likely be off-set by substantial pent-up demand for affordable housing units, significant in-migration from surrounding counties, increased demand for seasonal rentals, and intra-county migration to alleviate overcrowding. Within Monterey County as a whole, military personnel occupy approximately 3.4 percent of the total housing stock.

The short-term housing impacts are projected to be severe on the private housing market and cities of Marina and Seaside, and significant for individual property owners in Monterey, Salinas and Pacific Grove. Rental vacancy rates in highly impacted communities may increase to a range of 8 to 30 percent. As vacancy rates rise above 10 percent, downward pressures on price can be expected; when vacancy rates surge to 20 percent or greater, rents plummet as recently demonstrated in Denver and Texas. Many of the highly leveraged or older apartments will not be able to sustain these losses, resulting in potential foreclosures. The resulting decline in apartment building values may have a significant property tax impact in the cities of Marina and Seaside.

Monterey County's owner-occupied housing market will not be significantly affected by the closure of Fort Ord. The majority of housing units occupied by the military are rented apartments and single-family homes. Only a small segment of the military, generally dual-income senior enlisted and officer personnel, can afford to purchase homes. Based on a survey conducted by Fort Ord administration, it can be assumed that only 6.5 percent of all military personnel residing off-base in the Monterey Bay Area own their home (239 units). Assuming that most of the homeowners are Field Grade (004 and 005) and Senior Officers (006), approximately 25 percent of housing units occupied by military personnel in Carmel are owner-occupied, as compared to 5 percent in Monterey, Pacific Grove and Salinas, 2 percent in Marina and unincorporated Monterey County, and less than one percent in Seaside. Even in Carmel, military personnel's owner-occupied units account for less than two percent of the total owner-occupied market.

The greatest negative housing impacts associated with the downsizing will occur in the City of Marina. Approximately 32 percent of all off-base private housing occupied by the military is located in Marina. According to the Fort Ord Housing Office, Marina currently has 1,152 rental units occupied by the military, accounting for approximately 14 percent of the City's total housing stock and 22 percent of the City's rental stock. S&A projects that the rental vacancy rate in the City of Marina will increase from a low of 1.7 percent in 1990 to approximately 36

percent in the short-run (1993 through 1996). There are at least seven apartment buildings in Marina that currently rent more than 50 percent of their units to military personnel. The property owners of these buildings could experience severe income loss unless proactive mitigating strategies are implemented. The rate at which Marina's projected high vacancy level will decrease over time is dependent on several factors including the strength of the local and regional housing market, intra- and inter-county in-migration, apartment owners' strategies to mitigate the loss in tenancy, the City of Marina's willingness to adopt measures to assist the property owners, and most importantly, the pace of commercial and economic development at and around Fort Ord.

The City of Seaside and Seaside apartment owners will experience the second greatest impacts due to the closure of Fort Ord. There are currently 230 Seaside rental units occupied by military personnel and 400 rented by civilian personnel employed by Fort Ord, accounting for approximately 9 percent of the city's total rental housing stock. S&A projects that the rental vacancy rate will most likely increase from 3.7 percent in 1990 to approximately 13 percent during the next several years. The recovery to an optimal rental vacancy rate of six percent will be dependent on the extent to which property owners will lower rents. Seaside apartment rents are already the lowest in the Monterey Peninsula and thus further erosion in rents may be difficult for property owners to sustain. Seaside apartment owners may find some relief from increased demand due to a significant in-migration of households seeking affordable housing on the Peninsula. Seaside has provided affordable housing to many of the lower rank military personnel who cannot find rental rates commensurate with their "basic allowance for quarters" (BAQ) in other Peninsula communities. Seaside has the highest proportion of low- and moderate-income military households, relative to the other cities in Monterey County where military personnel reside. For example, approximately 85 percent of all military households in Seaside are classified as low- or moderate-income.

Although the City of Monterey has the second greatest number of military personnel living off-post, the impacts will be substantially softened as a result of the strong demand for housing in the City of Monterey, the severe lack of affordable housing options, and an expected increased demand for seasonal rentals. There are 1,131 military persons living off-post in private housing, representing 8 percent of Monterey's total housing stock. Approximately 764, or 68 percent, of the military personnel living in Monterey are associated with the DLI and NPGS and will not be relocated to Washington. These military personnel, who currently reside off-base, ultimately will be moved into the military enclave at Fort Ord as the housing units become vacated. The tight housing market in Fort Lewis, Washington may ultimately slow the relocation of army personnel, thus spreading out the impact over time.

S&A projects that Monterey's rental vacancy rate will experience a sharp and sudden increase in rental vacancies to approximately 11 percent, but will most likely rebound quickly. The worst-case scenario, assuming no in-migration of households and lack of rental adjustments by affected property owners, indicates a maximum rental vacancy level of approximately 21 percent by 1996. More realistically, Monterey will be the first choice market area selected by new households migrating to and within the County. This projection is based on an analysis of

Monterey's residential market conditions, which revealed that the City has the highest rental rates in the County (excluding the City of Carmel), the lowest rate of multifamily housing production during the past decade, and long waiting lists for existing apartments. It is clearly a highly desirable residential community.

Pacific Grove's rental market will experience significant impacts in the first two years of Fort Ord's downsizing, but will most likely also rebound quickly, similar to Monterey city. There are currently 387 units in Pacific Grove occupied by military personnel, of which 272 are occupied by DLI and NPGS personnel. S&A projects that the rental vacancy rate will increase to approximately 10 percent in the short term. The vacancies will most likely be absorbed by the region's existing pent-up demand for affordable rentals if rental rates are adjusted downward slightly by owners in a timely manner. If appropriate rental adjustments are made, new households moving to the Monterey Peninsula will view Pacific Grove as one of the most desirable housing locations due to its proximity to the ocean, natural resources and services.

The Salinas housing market is relatively insulated from the negative housing impacts associated with the downsizing of Fort Ord. Salinas has the most active housing market in the County as evidenced by the past decade's residential growth rate, which is the highest in the County (in absolute terms) and the greatest number of residential projects currently in the pipeline. The vibrancy of Salinas' housing market is attributable to the City's large parcels of vacant residentially zoned land, lower land costs relative to the Monterey Peninsula, attraction of homebuyers from southern Santa Clara County, and land use policies that have not constrained growth. In addition, Salinas has experienced strong economic growth. Military personnel occupy 618 units in Salinas, representing only 3 percent of the City's total housing stock. S&A projects that the rental vacancy rate in Salinas will increase to approximately 8 percent in the next few years due to the downsizing. The vacancies and impacts could potentially be softened if the City of Salinas relaxes its requirement that 35 percent of new residential developments contain rental or for-sale multifamily units, given that a glut of this product will exist in the primary market area during the near term.

Selected Short-Term Mitigation Strategies

Condominium conversion ordinances that relax existing regulations coupled with the provision of low-interest loans for property owners and first-time homebuyers could address the problem of high rental vacancies in affected properties and the deficit of first-time homeownership opportunities for low- and moderate-income households. There will be a short-term glut of rental units on the Monterey Peninsula housing market, coinciding with a severe shortage of homeownership opportunities for first-time homebuyers. The primary goal of this strategy is to reduce the number of rental units competing in the market. Approximately 8 apartment buildings will experience vacancies of 50 percent or more as a result of the downsizing of Fort Ord, and many of the property owners of these buildings may not be able to absorb the lost revenue and thus may face foreclosure. Other highly leveraged apartment developments could be in danger of foreclosure as a result of depressed rental rates, even when high occupancy rates are maintained. Some of the newer apartment complexes that have adequate amenities may be

excellent candidates for condominium conversions. Several funding sources are available that could be utilized to structure a condominium conversion program targeted to low- and moderate-income households, including the California Housing Finance Authority's bond program, Community Homebuyer Program, HOME program funding, redevelopment agency set-aside funds, etc.

A region-wide rental housing marketing program could efficiently and cost-effectively enhance the dissemination of information about the excellent rental opportunities that will become available in Monterey County. Inter- and intra-county in-migration will most likely occur in the long run due to the likely lowering of rents and the excellent location of these apartments. A region-wide rental housing marketing program, with ads placed in local newspapers in Santa Cruz and southern Santa Clara counties, could expedite the dissemination of information about the excellent rental opportunities in Monterey County.

Older apartment buildings that may be "at-risk" of foreclosure due to high vacancies, extended periods of income loss and inability to meet debt payments, may be excellent acquisition candidates by nonprofit organizations seeking housing to meet the needs of special populations. Rather than allow "at-risk" apartment buildings to undergo foreclosure by lenders, these buildings could potentially be identified and acquired by nonprofit housing organizations for transitional housing to meet the needs of special populations including the homeless, battered women, migrant farmworkers, etc. Preventing a foreclosure of a troubled property while meeting the needs of the underserved special populations could be mutually beneficial for lenders, apartment owners and special populations. The Community Reinvestment Act (CRA) provides an excellent source of funds for this type of project. Many community organizations and cities across the country have negotiated with financial institutions for multi-million dollar contributions (e.g., grants, low-interest loans, deferred-interest loans, etc.) to meet their CRA obligation.

Increased Section 8 Certificates for highly impacted apartment buildings will provide relief for both apartment owners and very low-income renters currently overpaying for housing. There is currently a significant deficit of affordable housing units in the County to meet the needs of very-low income households. The Section 8 program, administered by the Monterey County Housing Authority, is an important subsidy source to provide decent and safe housing for these underserved populations. There are currently 5,000 eligible families on Monterey County Housing Authority's waiting list. The average waiting period is approximately 6 years. Obtaining additional Section 8 certificates will require proactive advocacy for congressional enabling legislation for new certificates for areas highly impacted by military base closures.

The preservation of existing affordable housing units at-risk of conversion to market rate is a critical strategy to prevent the further increase in Monterey County rental vacancies. There are currently 526 affordable housing units in Monterey County that are at-risk of converting to market rate within the next five years due to the expiration of state and federal rental restrictions tied to mortgage loans. An addition of these units to the market rate rental stock would further exacerbate the glut of units in Monterey market. Preservation of these "at-risk" units, through

application of the federal "Low-Income Housing Preservation and Resident Homeownership Act of 1990" would benefit the low-income tenants and property owners.

The immediate re-use of on-base housing will mitigate the potential deterioration of the units that typically occurs during long periods of vacancies in large residential properties. Approximately 6,200 family housing units and 11,000 group housing facilities located at Fort Ord will be vacated in 1993 and 1994. If they are not immediately occupied and maintained, these units will most likely deteriorate due to deferred maintenance, weather conditions and vandalism. The units offer an excellent opportunity to meet the needs of special populations for emergency housing on a "transitional" and temporary basis.

Long-Term Housing Impacts

Achieving a jobs-housing balance with new development at Fort Ord is essential for attracting major employers, minimizing environmental deterioration, and stabilizing housing prices. The total residential development potential in Monterey County, based on current zoning, is approximately 26,800 housing units. This figure assumes that there are no infrastructure or other constraints to development on those parcels that are currently zoned for residential uses. Based on AMBAG's "1991 Interim Population Forecast" approximately 21,300 units are needed to satisfy estimated demand for this decade (1990 to 2000), before the re-use and redevelopment of Fort Ord. Although AMBAG's population projections and assumptions regarding recovery during the next ten years may be aggressive, it can be assumed that the county's future residential development potential will be inadequate to satisfy housing demand in the long term. Thus, to ensure a jobs/housing balance, housing demand generated as a result of commercial redevelopment of Fort Ord will need to be provided on-site within Fort Ord.

Monterey County's schematic for the re-use and redevelopment of Fort Ord includes economically sound strategies that meets the need for special population and senior housing, addresses the issue of locating housing near jobs, and provides the required housing to attract a major economic development magnet. However, the County's plan falls somewhat short of providing sufficient housing units to ensure a jobs-housing balance. Achieving a jobs-housing balance for the County plan would require increasing the allowable development density in the "low-density" residential designated area from 5 to 10 acres per unit to 3 units per acre (subject to environmental constraints). Higher densities could especially be achieved along transportation corridors that have been designated for low-density development.

Both Marina and Seaside present viable housing re-use and development proposals that are responsive to local needs. However, similar to the County's plan, the long-term cumulative impacts of the two plans could severely erode the county's jobs-housing balance if their land use and employment generation objectives are achieved. A solution to this potential long-range projected jobs-housing imbalance would be to increase the permitted density in the portions zoned for residential use, increase the acreage for residentially zoned land, or create a "Mixed-Use Zoning District" that permits higher density residential development in proximity to employment centers.

The Fort Ord Task Force's plan presents excellent strategies to provide affordable housing options to current Monterey residents, mitigate the potential deterioration of existing on-base units, address the demand for senior housing, and provide housing to special needs populations including the disabled. The recommended programs require slight modification and refinement to be responsive to both low-and moderate-income households with special housing needs, the private housing market, and economic development considerations. For example, the Task Force recommends a "village concept" for housing the handicapped, whereas disability advocates have been advocating for integration into the mainstream rather than isolation in separate enclave. The Task Force also recommends implementing special deed restrictions to ensure that all on-base housing is sold at prices affordable to low- and moderate-income households. S&A's assessment of the local housing market indicates that price restrictions will not be necessary since the price achievable in the private market will be dictated by the condition and age of the units. This "market price" for older units is most likely within the range of low- and moderate-income households. If sold as townhomes, the newer units will probably achieve prices that are targeted to moderate- and above-moderate households. Maintaining a natural mix of housing prices is important for attracting major employers to the area.

The most important strategies identified by the long-term re-use plans include the immediate re-use of existing on-base units, leasing the existing units to low-income and special-needs populations, developing housing targeted to seniors and the disabled, and providing sufficient housing to attract major economic development anchors such as the universities. An integration of these vital housing strategies outlined in the four plans will promote housing re-use and development that is environmentally sound, meets the needs of existing residents and underserved populations, and is advantageous to attracting economic growth.

**TABLE 13
RENTAL VACANCY PROJECTIONS FOR AFFECTED CITIES IN MONTEREY COUNTY
SHORT-TERM IMPACTS: 1993 - 1998 (1)**

CITY	1990 BASELINE DATA									DIRECT IMPACTS: RENTAL UNITS VACATED OFF-BASE			OFF-SETTING IMPACTS		PROJECTED VACANCY		
	Total Units			Rental Units			Vacant Rental Units			Off-Base Rental Vacancy	Units Occ. by Military Personnel (6)	Units Occ. by Civilian Personnel (7)	Total Units	Decrease in Rental Stock (8)	Decrease in Vacancies (9)	Rental Vacancy Rate	# of Vacant Units
	Total (2)	On-Base (3)	Off-Base	Total (4)	On-Base	Off-Base	Total (5)	On-Base	Off-Base								
<i>Marina</i>	8,261	1,838	8,423	5,294	1,838	3,456	114	55	59	1.7%	1,152	299	1,451	(134)	(320)	36%	1,190
<i>Seaside</i>	11,238	3,007	8,231	8,829	3,007	3,822	230	90	140	3.7%	230	118	348	0	0	13%	500
<i>Monterey</i>	13,497	970	12,527	8,556	970	7,586	402	29	373	4.9%	1,075	303	1,378	(172)	(930)	11%	800
<i>Pacific Grove</i>	7,916	0	7,918	4,002	0	4,002	168	0	168	4.2%	368	131	499	0	(260)	10%	400
<i>Salinas</i>	34,577	0	34,577	18,518	0	18,516	586	0	586	3.2%	585	309	894	0	0	8%	1,500

- (1) This analysis is based on the assumption that on-base housing units will not be conveyed to the private market or available for re-use until after 1996.
- (2) 1990 Census of Population and Housing, Summary Tape File 1; Prepared by State Census Data Center.
- (3) This figure represents units within the city limits. Source: Fort Ord Housing Division.
- (4) All military personnel on-base rent their units from the military.
- (5) According to the Fort Ord Housing Division, the average occupancy rate on-base is 97 percent.
- (6) The figures are based on the total units occupied by military personnel, excluding the units occupied by Field Grade and Senior Officers. S&A assumes that most officers own their own homes based on data provided by Fort Ord Housing Division.
- (7) S&A assumes that 50% of all civilian personnel will relocate due to job loss.
- (8) This column represents apartment units that will most likely be converted to condominiums within the next five years, and thus will be taken off the rental market. The figures are based on condo conversion applications currently under permit review.
- (9) The decrease in vacancies represents the net impact of changes in housing demand due to relocation of "indirect" civilian employees, and decrease in the vacancy rate due to projected in-migration and condominium conversion of existing rental units occupied by military personnel. Assumptions for this analysis are based on an analysis conducted by AMBAQ, with minor adjustments by S&A based on existing private market conditions.

Sources: Fort Ord Housing Division; Association of Monterey Bay Area Governments (AMBAQ); 1990 U.S. Census; Sedway & Associates.
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EXHIBIT 48

ANNEX K FOLLOW-ON REQUIREMENTS



K

Follow-on Requirements

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Annex A: Summary of Military Plans

FOLLOW-ON REQUIREMENTS

1. Determine changes to the military plans as a result of community comments and adjust anticipated movement dates, boundaries of the enclave and projected property disposition process.
2. Participate in the EIS process to include workshops, comments on drafts and scoping issues (local governments, districts, agencies, etc.)
3. Develop coordinated Base Reuse Plan by December 1992.

Annex B: Land Use

FOLLOW-ON REQUIREMENTS

1. Completion of Baseline Studies as part of the EIS process, especially the Flora and Fauna study.
2. Final decisions by the Army regarding any modification to the Enclave as proposed on 14 February 1992.
3. Final decision regarding the SJSU/CSU campus be resolved.
4. Clarify Department of the Interior (BLM) position on the impact area as to its possible inclusion into the Habitat Conservation Plan for management purposes.
5. Studies by the Army on water rights, water to be used to support the Enclave, seawater intrusion, aquifer boundaries and other related matters.
6. Determination of water requirements to support recommended land uses.
7. Utility/Infrastructure studies in requisite detail to support definitive land use planning decisions.
8. Identification of land uses by agencies under the provisions of the McKinney Act and by other Federal agencies.
9. Identification and coordination of State and local government requests for property.
10. Decisions by LAFCO regarding annexation requests by LAFCO regarding annexation requests by Marina, Seaside, Sand City, Del Rey Oaks and Monterey.

Annex C: Economic Development

FOLLOW-ON REQUIREMENTS

The Economic Development Advisory Group also recommends the following next steps:

1. Identify further analysis needed on the recommended reuse activities, including how the activities/uses will be evaluated or tested for feasibility.
2. Measure the recommended reuse options in relation to the Sudden and Severe Economic Dislocation (SSED), housing and advisory group impact studies to evaluate the net economic effect of the reuse strategy.
3. Determine legislative and/or regulatory requirements needed to support the recommended activities, including tax incentives and intergovernmental cooperation.
4. Determine the planning, zoning, affordable housing and other land-use issues to be addressed in support of the recommended activities.
5. Develop a marketing and communications strategy to attract the recommended activities, including a consensus on a region-wide vision and strategies.
6. Determine the infrastructure, capital improvements and other physical requirements needed to accommodate the recommended uses.
7. Determine property disposition requirements.
8. Measure costs to the County and cities for provision of police/fire/public works services.

Annex D: Utility/Infrastructure

FOLLOW-ON REQUIREMENTS

1. The Task Force and the communities need a clear statement on Army plans for ownership and distribution of utilities and infrastructure to support the enclave. There are several key studies required concerning water rights, utilities distribution systems, easements and rights of way. The results of these studies will shape the redevelopment strategy and subsequent plans. The Army must work cooperatively through the EIS process and by other means to develop the best plans regarding utility and infrastructure systems.
2. In addition to the EIS being prepared for the Army Corps of Engineers, all of the individual water studies being undertaken or planned will hold the key to Ft. Ord's future.
3. Caltrans Division of Aeronautics is initiating a study of military airfields on the DoD base closure list. It may develop further information. The Ft. Ord Economic Development Authority has applied for a federal grant to study airfield reuses. The proposed study could influence many of the most important development decisions made by the City of Marina over the next ten years, and could decide Fritzsche Airfield's future use.

Annex E: Education

FOLLOW-ON REQUIREMENTS

1. As the mainstay of the cooperative proposal, San Jose State should lead in describing its needs to accomplish the recommended program.
2. The several coordinating units (CSU, MIIS, MPC, NOAA, and UCSC) should gather to determine how the land requests are being developed to assure the most effective request to DoD.
3. The coordinating units should assure they are properly coordinated with the local government-municipalities and County.
4. Establish a community advisory committee to assist with the implementation.
5. Obtain passage of legislation through efforts of Sam Farr and Leon Panetta (see Summary, Item 2).
6. Gain support of all agencies involved in the Opportunity Center.
7. Adopt job description for Opportunity Center Coordinator.
8. Determine how services of Opportunity Center Coordinator will be funded. It is anticipated that PIC may be the initial funder with other sources explored for the future.
9. Establish pay schedule for Coordinator.
10. Select Coordinator.
11. Determine number of employees needed for operation of Opportunity Center. Determine from which agencies they will come. Determine which will be "onsite" at Opportunity Center and which will be "offsite".
12. Assign staff to Opportunity Center from participating agencies.
13. Select job trainers and develop needed programs as indicated by Employment Impact Survey, EDD, SSED.

Follow-On Requirements (Continued)

14. Develop assessment procedures for jobs programs (available from existing programs).
15. Obtain demographic data on location of residences of affected workers.
16. Select site for Opportunity Center (Ft. Ord or Del Monte School, MPUSD—now ROP Center).
17. Complete plans for and establishment of the Opportunity Center.
18. Develop monitoring system to assure that strategy is being implemented with coordination and dove-tailing of jobs programs, periodic updating of data, and revision of jobs programs in accordance with changing demands of the labor market.
19. Solicit Assemblyman Farr's efforts to obtain ADA funding for counselor's services.
20. Conduct a thorough investigation into resources available to impacted small businesses. Due to time constraints and inability to contact person with needed information, our subcommittee has been unable to do this. It appears, however, that very limited funding is available for this service. It may be in the interests of our community to call for increased funding.
21. Vigorously pursue all transition funding.

Annex F: Housing

FOLLOW-ON REQUIREMENTS

1. Evaluation of undeveloped land for future housing uses.
2. Completion of Housing Impact Study and analysis for inclusion in the Task Force's final report.
3. More definitive information on housing and other sites for homeless and migrant farm workers under requirements of the McKinney Act. Timely submission of application(s) for use of real property for the homeless to Health and Human Services.
4. Coordination with the cities of Marina and Seaside regarding their housing and land use elements and proposed reuses by the Housing Advisory Group.
5. Coordination with the housing plan for the four year University.

Annex G: Health and Community Services

FOLLOW-ON REQUIREMENTS

1. There is a need to continue working with DoD health affairs on a joint use of the hospital among the military, other federal agencies or possibly civilian organizations.
2. Work with the Bureau of Land Management on proposed areas for police/fire training.
3. Work with the Department of the Army to relocate the MAST program to Ft. Hunter-Liggett.
4. Develop strategies for recruitment/replacement of volunteers and concurrent funding losses for the nonprofit agencies.
5. Redo County disaster preparedness plan.
6. Establish final development plans for the proposed Arts/Cultural Center.
7. Development of plans for use of available medical/dental clinics for civilian purposes.
8. Develop health/community service plans to support and meet the needs of the proposed university complex and its redevelopment options.

Annex H: Pollution Cleanup

FOLLOW-ON REQUIREMENTS

1. Reconvene the Advisory Group as required to monitor cleanup progress at Ft. Ord.

Annex I: Task Force

FOLLOW-ON REQUIREMENTS

1. Identify and prepare Task Force files for disposition to follow-on governmental structure &/or public library.
2. Prepare and submit final Strategy Report to Office of Economic Adjustment.
3. Distribute final Strategy Report to federal, state and local governments, districts, agencies and public libraries.