

Session #5

Fort Ord Redevelopment: Coordinating **Transportation and Land Use Planning**

Terry R. Klim, PE

Principal Transportation Engineer
SAIC Transportation Consulting Group
2000 Powell Street, Suite 1090
Emeryville, CA 94608
Phone: (510) 428-2550, Fax: (510) 655-5730
E-mail: trk@jhk.com

Doug Bilse, MS

Associate Transportation Planner
Transportation Agency for Monterey County
312 East Alisal
Salinas, Ca 93901
Phone: (408) 755-8960, Fax: (408) 755-4957
E-mail: TAMC3@IX.NETCOM.COM

ABSTRACT

The closure of military bases and conversion to civilian land uses is a challenging task faced by many small communities throughout the nation. Fort Ord is located in Monterey County, California and encompasses 28,000 acres of reprogrammed property. The twenty-year plan for the former military base involves replacement of 20,400 jobs and 12,800 barracks with 18,000 civilian jobs, over 13,500 residential units and a new state university for 25,000 students. The Fort Ord redevelopment plans were developed concurrently with a regional transportation study resulting in two important documents, the *Fort Ord Reuse Plan/Environmental Impact Report* and the *Fort Ord Regional Transportation Study*. This paper highlights how these two documents examined the transportation needs of the former base in context with the proposed regional transportation system. The planning process for Fort Ord redevelopment was generally considered a success in terms of forging a general consensus. The Fort Ord Reuse Plan received the American Planning Association's *1997 Outstanding Planning Award for Comprehensive Planning in a Small Jurisdiction*.

These plans incorporated several **multimodal** elements that balanced optimistic mode shifts with historical auto use. Land use and development patterns were identified as important factors contributing to the use of alternative modes of transportation. By employing concurrent planning strategies, the base reuse plan was able to explore opportunities for coordinating land use and transportation planning. The concepts of jobs-housing balance, mixed-use development, and higher density land uses were successfully employed as a means of reducing potential impacts and minimizing infrastructure costs. To ensure coordination throughout the redevelopment process, the land use guidelines promoted transit and pedestrian oriented development while the roadway design standards incorporated pedestrian and bicycle facilities. The early phases of development on the former military base are centrally located along a corridor that can best utilize transit and the existing infrastructure. This multimodal corridor serves the area's most pedestrian- and transit-oriented projects, the California State University of Monterey Bay and the University of California's Monterey Bay Environmental, Science and Technology Center.

Potential funding strategies for the proposed transportation improvements were also addressed. To support the possible implementation of a development-related financing mechanism, a nexus analysis of the proposed transportation improvements was conducted. The purpose of this analysis was to identify the "fair share" of each improvement that could be allocated to future development, both within the base and off-site. The resulting multimodal transportation plan and

financing strategies were designed to give local planners and policy makers the information needed to build a new community where development will not outpace the infrastructure.

Fort Ord Redevelopment: Coordinating Transportation and Land Use Planning

1. BACKGROUND

Fort Ord is located in Monterey County, California adjacent to the Monterey Bay. It is in the County unincorporated area within the spheres of influence of the following cities: Marina, Seaside, Del Rey Oaks, and Monterey (see Figure 1). The effort was therefore multi-jurisdictional and involved several regional agencies creating a challenging political climate. For example, a simple relocation of a proposed shopping center to mitigate impacts meant transferring anticipated sales tax revenues and mitigation measures from one jurisdiction to another. The planning effort was further complicated because a national marine sanctuary to the west and prime agricultural land to the east border the former military base.

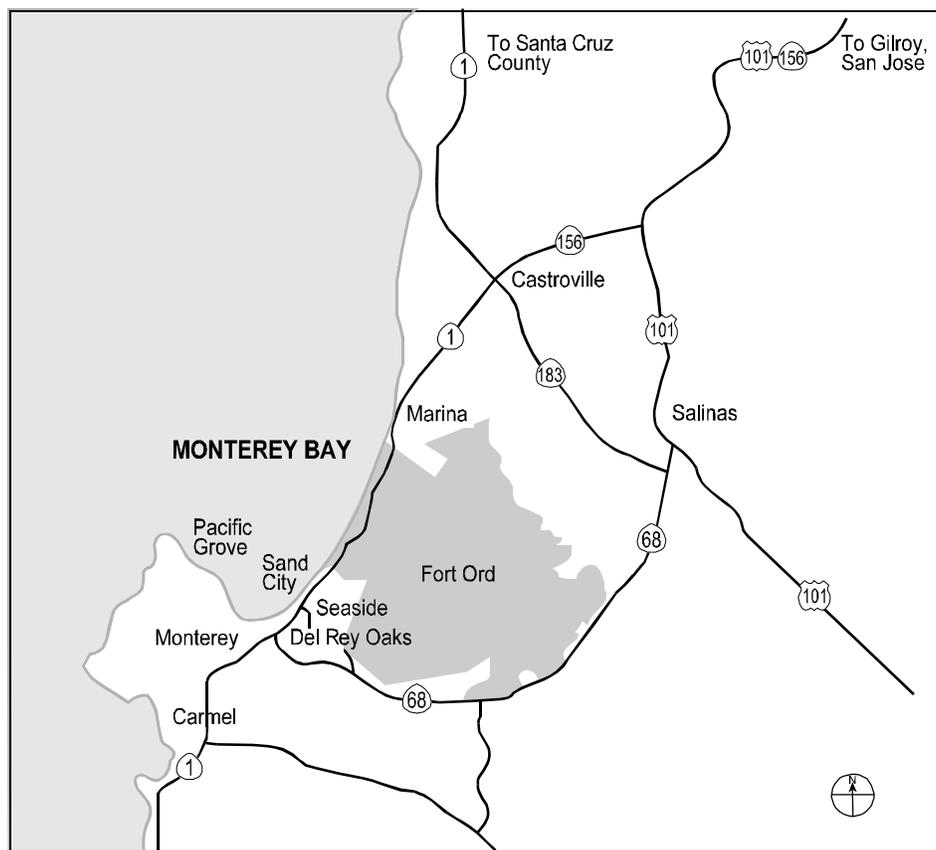


Figure 1
Fort Ord and Surrounding Area

Prior to closure, Fort Ord maintained 12,800 housing units and supported 20,400 military and civilian jobs. The Reuse Plan calls for 13,500 housing units and 18,000 new civilian jobs and a state university for 25,000 students. To put this planning effort into perspective, former Fort Ord represented approximately thirty percent of the combined population for the neighboring Monterey Peninsula and over ten percent of the entire county's population. The economic impact

of the base, in terms of annual money spent (e.g., payrolls, construction, contracts and local purchases) was estimated at \$538 million including a payroll over \$447 million.

This paper reports on the results of two planning efforts conducted simultaneously, the *Fort Ord Reuse Plan* undertaken by the Fort Ord Reuse Authority (FORA), and the *Fort Ord Transportation Study* managed by the Transportation Agency for Monterey County (TAMC). The FORA Reuse Plan includes a base-wide land-use plan, proposed General Plan amendments for each affected jurisdiction, business plan, public facilities improvement plan, and an environmental impact report (EIR). The traffic circulation element of the FORA Reuse Plan focussed on on-site transportation projects and land uses that best supported proposed development within the former military base. The Fort Ord Transportation Study forecasted regional transportation needs, designed a multi-modal transportation system for the Monterey County region, and quantified the financial burden of proposed development on and off the base.

A critical aspect of these two reports was the need to assess traffic impacts without being critical of the plan or interfering with the jurisdictions' land use authority. It was important to use a regional perspective so that Fort Ord development was not singled out as the only development creating the need for the proposed transportation improvements. Several regional transportation facilities were critical to redeveloping the former military base, therefore the financial plan relied on a Fort Ord development fee and a regional [traffic impact fee](#) to produce a balanced and feasible financial plan that did not over-burden development on or off the base. The resulting developer fees were compared to anticipated land values, and revisions were made to the land uses, mitigation measures and phasing of the project until the plan was economical.

The Fort Ord Reuse Plan had to use inventive measures that promoted alternative modes of transportation, while acknowledging that most of Monterey County residents currently drive in single-occupancy vehicles. The early phases of development are centrally located to best utilize the existing infrastructure and a multimodal corridor designed to serve the area's most pedestrian and transit oriented projects, the California State University of Monterey Bay and the University of California's Monterey Bay Environmental, Science and Technology Center. The local jurisdictions will greatly benefit if alternative modes are used by early development because the service life of the existing roadway system will be extended and costly capacity increasing roadway projects can be delayed or even eliminated.

2. A CONCURRENT, ITERATIVE PLANNING APPROACH

Planning for the redevelopment of an area as large as Fort Ord involved a large number of stakeholders and a variety of technical considerations. Stakeholders involved in the process included jurisdictions/institutions expected to receive land on former Fort Ord, neighboring jurisdictions expected to be impacted by the redevelopment, regional/state agencies, and the general public. Technical considerations included environmental constraints related to coastal and agricultural concerns, water resources, and a limited existing infrastructure. In addition, over 70% of the base was conveyed to such agencies as the California State University, University of California, California State Parks District and numerous homeless shelters and social service agencies before either the land use or infrastructure plan were completed.

The comprehensive and concurrent method used in the Fort Ord planning process was an important reason for its success. This approach featured the simultaneous development of the Fort Ord Reuse Plan and the Regional Transportation Study as well as a new approach in using various technical and economic factors in the development of the land use plan. In the typical planning process, illustrated in Figure 2, land use or development proposals are primarily a desire recognized by the project sponsor. The development plan is almost finalized before the impacts and related mitigation measures are determined. The mitigation measures, including transportation improvements, are almost viewed simply as “a cost of doing business”. This was largely the process used in the previous planning efforts for Fort Ord. These preliminary land use plans were a collection of long-range visions and reflected the individual expectations of the local jurisdictions. This initial plan included a disproportionate share of higher tax-generating uses with relatively few residential units. The impacts and related costs were considered late in the process and used to identify significant constraints to the optimistic initial plan and ultimately lead to the realization that a more reasonable plan was needed that minimized mitigation costs.

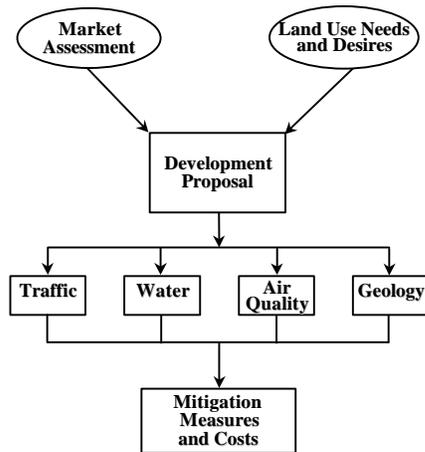


Figure 2

Typical “Cost-of-Doing-Business” Approach

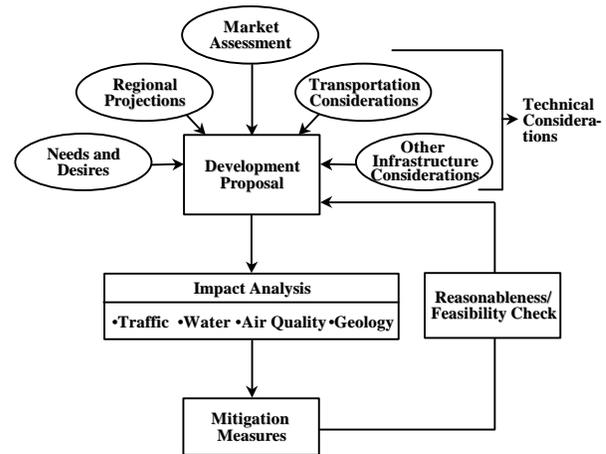


Figure 3

Concurrent / Iterative Process

With this knowledge, the FORA Reuse Plan effort was initiated. This time a more comprehensive approach was undertaken. This approach, as illustrated in Figure 3, included the following features that contributed to the success of the Fort Ord effort:

- Early consideration of technical factors - Land use planners worked with transportation, environmental, market analysis, economic, infrastructure and resource professionals to develop the reuse plan in an interactive and concurrent manner. This was achieved through a series of meetings at the outset of the project where all team members put forth their ideas, described constraints related to their technical field, and commented on the initial proposals. From a transportation perspective, this provided an opportunity to incorporate several transportation-based strategies that could minimize the vehicular-travel impacts and to establish development patterns that were more conducive to non-auto modes of travel such as transit, bicycle and walking.

- Concurrent assessment of impacts – Once a preliminary land use element was established, each technical group assessed the impacts relative to their field of expertise and proposed the mitigation measures. Once again, several meetings were held to discuss intermediate results and potential revisions to the land use element that may reduce significant negative impacts. This ensured that all team members used the most current data and were properly informed of changes.
- Iterative process - The FORA Reuse Plan incorporated a feedback between the mitigation assessment and the land use plan development. In this way alternative scenarios and refinements were tested to ensure that the resulting impacts fell within the constraints identified earlier. For example, the initial traffic impact analysis led to revisions in land use patterns to make better use of existing infrastructure and to reduce mitigation costs. Overall, this iterative process resulted in numerous revisions in the scale and/or pattern of land use, and especially the phasing of the redevelopment.

As noted earlier, another important characteristic of the Fort Ord planning effort was the simultaneous performance of the Reuse Plan and Regional Transportation Study activities. This ensured that both local and regional concerns were addressed and that the analysis in both cases was based upon the same inputs and assumptions. Finally, this provided an opportunity for regional issues and impacts to be addressed not only through proposed mitigation measures but also through refinements to the Reuse Plan's land use element.

3. KEY FEATURES OF THE REUSE PLAN

The transportation system developed as part of the Reuse Plan and the Regional Transportation Study defines the long-term vision for a comprehensive circulation network within, through and around Fort Ord. This system includes freeway, arterial, bus and rail transit, and bicycle and pedestrian components brought together to provide the most effective design possible while enhancing the community and protecting the environment. It is important to note the strong relationship between land use and transportation, and the coordination that occurred in developing the land use and transportation plans for the former Fort Ord. The jobs/housing balance, land use densities, and urban form all played a significant role in the design of the transportation system.

The transportation-land use relationship was used effectively with the objective of minimizing the impacts and costs related to the proposed development in two key ways: by encouraging the use of [alternative modes](#) and by maximizing the number of trips captured completely within the boundaries of the former fort. The following key concepts were employed in the preparation of the land use element of the Reuse Plan:

- [Jobs/Housing Balance](#): The Reuse Plan attempts to maximize the number of trips captured completely within the project boundaries by encouraging quality employers to locate near residential sites and add affordable housing near commercial employment centers. The initial land use plans had more jobs than the proposed housing could support, and this created a disproportional number of morning commuters entering Fort Ord from the surrounding areas.

The roadway system, in turn, had to be designed to serve a relatively large in-commute while traffic in the reverse direction was below capacity. The revised land use element improved the jobs/housing balance resulting in an even commute flow to and from the former military base, which in turn provided a better utilization of the roadway network. This reduced the average commute length, minimized the number of lanes on the major arterials, and potentially decreased transit costs by promoting equal ridership in each direction of service.

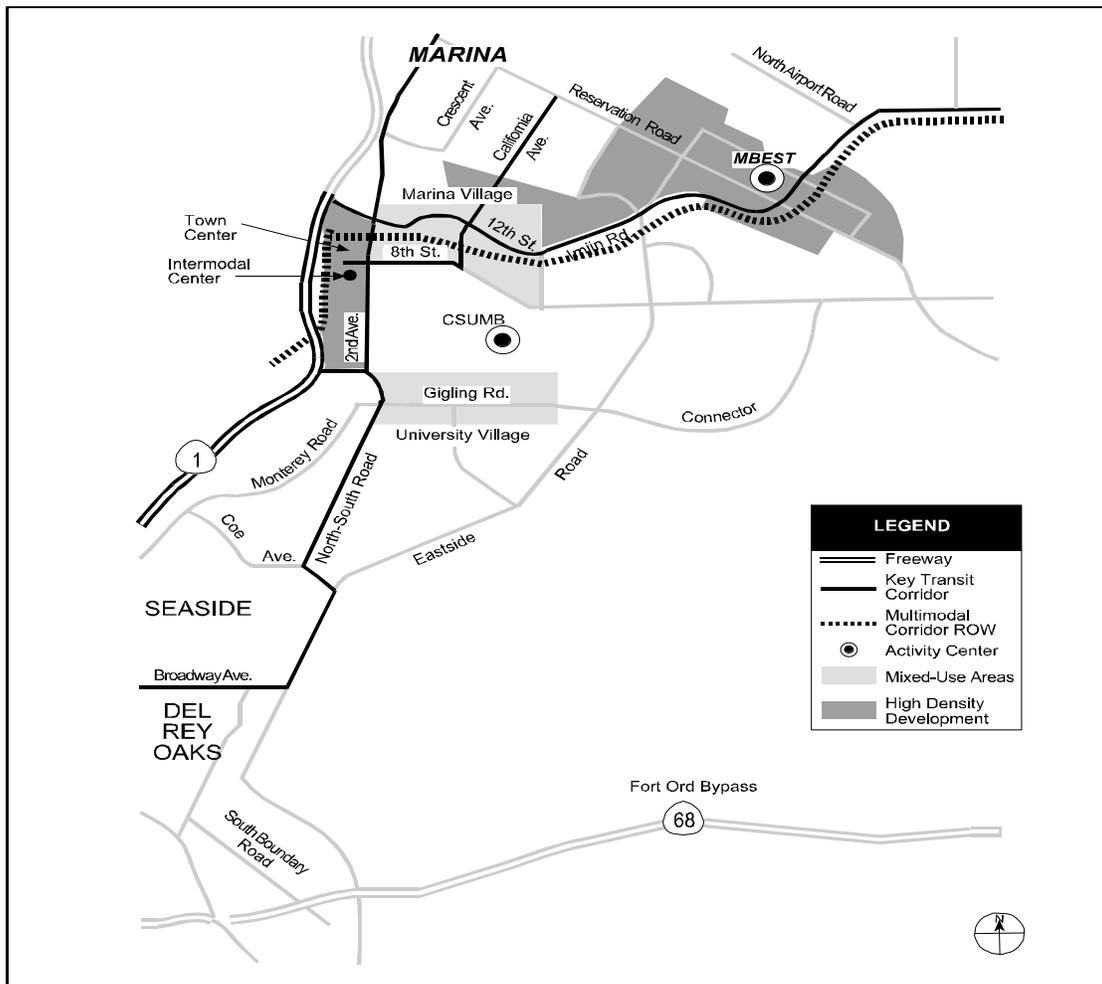


Figure 4
Key Land Use Elements

- Mixed-Use “Villages:” In a mixed-use development, residents of the area can patronize the local commercial uses without using their auto and employees can eat lunch at the local eateries. The Reuse Plan includes two mixed-use villages adjacent to the CSUMB campus (see Figure 4) comprised of commercial, office and residential auxiliary uses. These villages are located near the proposed transit corridor and are primarily intended to provide services to the students and university employees.

- Higher Density Areas Adjacent to Major Corridors: It was recognized early on that there are few, natural major transportation corridors through Fort Ord. These were identified based upon topography, existing infrastructure, and current connections to the regional system. It was natural to make these corridors the focus of proposed transit services. In turn, to help support the effectiveness of transit, higher density development was prescribed for these corridors (see Figure 4). Having these higher density areas allows for achieving the desired levels of overall development, but helps to minimize the transportation impacts of that development. Higher densities in the mixed-use areas result in a decrease in the distances between uses, further encouraging walking and reducing vehicle travel. In single-use developments, higher densities can mean greater opportunities for carpooling and transit service.
- Transit- and Pedestrian-Oriented Development (POD/TOD) Design: – In addition to land use patterns, the design of individual developments can impact the use of alternative modes. Providing convenient walkways and access to transit facilities can encourage use of these modes. The Reuse Plan includes guidelines that promote transit-oriented and pedestrian-oriented designs. To help support the effectiveness of transit, higher density development was prescribed along these corridors (see Figure 4). In single-use developments, higher densities can mean greater opportunities for carpooling and transit service.

The next step was to develop a multi-modal transportation system that incorporated these land-use-based strategies. Streets and roads form the basic component of the transportation system, but the strategies discussed above were used to minimize traffic mitigation costs in the following transportation elements:

- Roadway Element: The Fort Ord planning effort included the definition of an internal arterial network and the identification of regional roadway improvements needed to achieve acceptable levels of service. A total of \$838 million in roadway improvements were identified, including \$74 million for roadways within Fort Ord, \$59 million for arterials outside the base, and \$705 million for state highways. To support multimodal travel, the street cross-section design standards include right-of-way for bicycle and pedestrian facilities.
- Transit Element: Although transit historically accounts for only a small percentage of all trips in Monterey County, it was felt that Fort Ord redevelopment provided an opportunity to establish more transit-friendly communities. A key to achieving this goal was developing land use patterns that are more likely to support transit use, are easier to serve, and provide ridership in each direction of service throughout the day. This, in turn reduces transit subsidies as more of the costs are recovered through the fairbox. The transit element includes expanded bus service, a long-term rail corridor to Salinas, construction of transit-related facilities (an Intermodal Center and two park-and-ride lots), and the purchase of new transit vehicles. Initially, the expanded transit service focuses on the higher density corridors near the CSUMB campus.
- Pedestrian Element: A critical factor in promoting pedestrian activity is to have land uses that permit trips that can be easily and safely walked. Thus, the Reuse Plan includes requirements for sidewalks on all urban roadways, sidewalks and pedestrian walkways in major new developments and public facilities, and crosswalks at all signalized intersections and other

major intersections where warranted. The reuse plan includes several scenic paths near the campus where a high percentage of trips are expected by pedestrians and bicyclists.

- **Bicycle Element:** To promote bicycle travel, the Reuse Plan includes the designation of a base-wide bicycle network that includes both commuter routes and recreational trails. The bicycle plan includes Class 1 bikeways on all urban arterials with lower class facilities on other roadways, and the provision of secure bicycle parking at centers of public and private activity. Once again, the land use pattern is critical in achieving a community that facilitates bicycle travel, especially near the college.

4. FINANCING STRATEGY

A basic constraint to the implementation of the proposed system is the ability to fund these improvements. The financial plan required three steps:

1. Estimate the costs for each proposed project and summarize them into general funding categories;
2. Identify existing funds and estimate future local, state and federal funding allocations for each funding category; and
3. Propose potential funding sources for each funding category and determine if the expected shortfall can be reasonably financed.

Table 1 breaks down the estimated transportation costs and indicates that the price tag to implement the proposed regional capital and operational improvements approached one billion dollars. Capital improvements account for nearly 88% of the total transportation costs associated with the proposed transportation system with the largest share needed for state highway improvements. Once the transportation system was defined and a cost estimate was completed, expected funding sources were identified to establish the estimated financial shortfall.

Table 1
BREAKDOWN OF ESTIMATED COSTS BY IMPROVEMENT TYPE

Improvement Type	Estimated Cost	Percent Share
Total Capital Costs	\$857 million	88%
Highway Capital Improvements	\$705 million	73%
Regional Arterial Capital Improvements	\$59 million	6%
On-Fort Ord Arterial Improvements	\$74 million	8%
Transit Capital Improvements	\$19 million	2%
Transit Service Expansion (Operations and Maintenance)	\$112 million	12%
Service Expansion for Fort Ord	\$56 million	6%
Service Expansion for Other Growth Areas	\$56 million	6%
Total Transportation Costs	\$ 969 million	100%

Table 2 highlights costs, expected funds, and anticipated shortfall by funding category. This table illustrates the key conclusion that existing sources are not expected to provide sufficient funding necessary for future improvements and new funding sources will therefore be essential to finance

the proposed improvements. In response to the anticipated funding shortfall, this study explored a number of options for funding the estimated \$724 million shortfall in necessary transportation improvements.

Because some funding sources are constrained with respect to the types of projects that may be funded, a main purpose of this report was to provide direction for financing the suggested improvements. One of the biggest challenges was to assign the costs without alienating the stakeholders. The potential funding sources focussed on development-related financing, but also included current state and federal funding allocations, tax increment financing, local-option taxes, and toll roads. Development-related financing is limited in that the amount contributed must be proportional to the impact of the new development, and in most cases developer fees are limited to capital costs only (i.e., transit operating costs are difficult to extract). To support the possible implementation of a development-related financing mechanism, a preliminary nexus analysis of the proposed improvements was conducted. The purpose of this analysis was to identify the "fair share" of each proposed improvement that could be allocated to future development. As part of this process, dedicated or expected funding for each improvement was identified, and the remaining balance distributed between Fort Ord development, non-Fort Ord development and public shares. These shares were determined based upon the projected relative contribution to the demand for an improvement.

Table 2
ESTIMATED COSTS, EXPECTED FUNDING AND SHORTFALLS

Improvement Type	Costs/ Expected Funding
ROADWAY CAPITAL	
Total Estimated Costs	\$838.0 million
<u>Expected Sources:</u>	<u>\$209.0 million</u>
Shortfall	\$629.0 million
TRANSIT CAPITAL	
Total Estimated Costs	\$19.0 million
<u>Expected Sources:</u>	<u>\$ 0 million</u>
Shortfall	\$19.0 million
TRANSIT OPERATIONS	
Total Estimated Costs	\$131.0 million
<u>Expected Sources:</u>	<u>\$ 36.0 million</u>
Shortfall	\$ 95.0 million
ALL IMPROVEMENTS	
Total Estimated Costs	\$969.0 million
<u>Total Funding from Expected Sources</u>	<u>\$245.0 million</u>
Total Anticipated Shortfall	\$724.0 million

For each roadway improvement, the nexus analysis involved the identification of the Fort Ord and non-Fort Ord contributions to the volume increase while the current congestion was assigned to the "public share" (to be financed by a proposed sales tax). For example, the former Fort Ord's contribution to added trips is equal to the percent of growth (new trips) with one trip end in the

former Fort Ord. For financing purposes, a trip with only one end in the former Fort Ord was assigned 50 percent of the impact. Public shares were determined based on the need to correct existing deficiencies. Costs were also allocated to the public share where conditions suggested that a true nexus for development-related financing may not apply (e.g., a significant portion of trips on a segment having ends outside the study area). For transit service improvements and intermodal facilities, where numerical forecasts of use or demand were not available, the allocation of costs was based primarily on the geographic location of the proposed improvement. The results of the preliminary nexus analysis for individual projects are presented in Table 3.

As indicated in Table 1, transit capital improvements represent a relatively small amount of the cost for new service while anticipated increases in operational and maintenance expenses represent the largest costs for providing transit service. With respect to transit operations and maintenance, expected funds for service improvements include those derived from the population-based Local Transit Fund (LTF) program, and from farebox revenues. It was assumed that the per capita transit funding from LTF will remain constant at \$22. Therefore the LTF funds generated by Fort Ord population growth to the year 2015 is forecast to be \$703,736, while that generated by off-site growth is \$1,793,540. It was also assumed that a farebox recovery of 30% would be achieved and used to reduce funding needs for transit operating costs. At this level, farebox revenues are expected to cover \$33.6 million of the estimated \$112 million in service improvement costs. The estimated increase in operating funds still left a sizable shortfall that is expected to be funded by local contributions.

Table 3
SUMMARY OF PRELIMINARY NEXUS ANALYSIS
TOTAL COST SHARE ALLOCATION BY IMPROVEMENT TYPE

Share	Roadway and Transit Capital Improvements	Transit Operation and Maintenance Improvements	Total
Dedicated or Expected Funding	\$209.0	\$36.0	\$245.0
Fort Ord Development	\$117.0	\$38.5	\$155.5
Non-Fort Ord Development	\$252.0	\$37.5	\$289.5
Unfunded Public Share	\$279.0	\$0	\$279.0
Total	\$857.0	\$112.0	\$969.0

The capital cost data from Table 3 is reorganized in Table 4 and used to estimate the developer fees on and off the base. All development was converted to “equivalent dwelling units”, or EDU’s, based on the number of daily auto trips generated. That is, if a drug store generates 5 times as many daily trips as an average household, it is converted to 5 EDU’s. The proportion of traffic improvement costs allocated to Fort Ord development was divided by the forecasted EDU’s on the former military base to get a fee per equivalent dwelling unit. The Fort Ord Traffic

Fee was approximately \$8,200 per EDU, while the Regional Traffic Fee approached \$3,000 per EDU.

The data from table 4 served as a reality check by identifying where the proposed funding sources will go in terms of projects. Current funding is primarily allocated to state highway projects, which remains significantly underfunded and will require traffic fees on and off the base and a proposed ½-cent sales tax to completely finance. The traffic fees on and off Fort Ord indicate the magnitude of the traffic impacts expected from proposed development. Of particular interest is the relatively balanced distribution of the proposed Fort Ord traffic fees. That is, the central location and land use plan on the former military base evenly distributes its impacts to the different transportation improvement categories and will require all types of transportation improvements to fully mitigate the assessed traffic impacts. Considering the magnitude of the Fort Ord Reuse Plan, it is important to note that its traffic impacts represent over half of the mitigation costs of all other development planned in Monterey County over the next twenty years.

Table 4
SUMMARY OF PRELIMINARY NEXUS ANALYSIS
CAPITAL COST SHARE ALLOCATION BY FUNDING SOURCE

FACILITY	Current Funding	Fort Ord Traffic Fees	Regional Traffic Fees	New Funds/ Sales Tax
State Highways (\$704M)	143.0	60.0	210.5	291.1
Off-Site Arterial Improvements (\$59M)	0.0	31.9	21.2	1.7
On-Base Road Improvements (\$74M)	9.8	53.1	15.1	0.1
Transit Capital Improvements (\$19M)	0	8.8	5.0	5.0
FUNDING SOURCE TOTAL	152.8	153.8	251.8	297.9

The team members from each discipline of this planning effort conducted a similar financial analysis for each type of mitigation. Preliminary results indicate that the mitigation costs for all types of environmental impacts on Fort Ord equate to approximately \$60,000 per EDU. Unlike most development where the cost of land is negotiated before the mitigation measures are known, the land on former Fort Ord will be transferred from the Army to the Fort Ord Reuse Authority (FORA) and the price is currently being negotiated. The financial information generated from both reports was vital in these negotiations, as FORA can support its claim that the land value should be reduced by \$60,000 per EDU. The financial analyst for this project concluded that the estimated fees should leave a residual land value after FORA pays the Army for the land. That is, the final base reuse plan resulted in reasonable land uses that are economically achievable and that a competitive market value for the land will remain to attract developers.

5. CONCLUSIONS

A key feature of the Fort Ord Reuse Plan was the proposed phasing of development in terms of both density and location. This comprehensive phasing plan was developed to match development needs and impacts with the existing infrastructure and several near-term improvements. This approach allows time to secure the funding for major improvements that will

be needed as development spreads to areas lacking infrastructure and promotes increases in intensity creating greater demand to use existing facilities. One of the biggest benefits of this approach is that suburban sprawl is limited.

Several bold assumptions were made as part of the financial plan used in both reports. The implementation of the regional impact fee and passage of a ½-cent sales tax appear to be overly optimistic. However, the overall effort led to a financially feasible FORA Reuse Plan that requires the implementation of an on-base traffic financing mechanism to insure mitigation measures are implemented. As some of the local jurisdictions begin to pay into the on-base fee program, which promotes more development, its benefits will hopefully spread and the regional impact will become a reality.

The resulting regional impact fee is relatively small compared to existing fees in neighboring counties. This conclusion was expected to be well received by the policy makers and form the basis for the regional transportation plan over the next 20 years. However, several of the policy makers in Monterey County were not ready to support any regional traffic impact fee. The lack of support was mainly the result of the misinterpretation that traffic fees obstruct development and that the proposed projects over the 20-Year planning horizon were overly ambitious. Subsequent work will be required before the regional impact fee can be implemented. For example, policy makers should identify a subset of the transportation improvement projects determined to be vital for the region's short-term economic development. This list could then be used to institute a short-term regional impact fee program that is more palatable.

A primary goal of the TAMC Study was to assure that the general public would not have to finance development on the former military base. Most of the funds from the proposed sales tax would fund state highway improvements currently needed to ease existing congestion. As a reality check, the transportation costs allocated to the public sector is consistent with the funding expected to be generated from a countywide ½-cent sales tax over a ten-year period. The passage of any sales tax is difficult, and would be much more difficult had the public been given the impression that the tax would help finance development, or improve roads that aren't already heavily congested.

Although not without difficulties or disagreements, the Fort Ord reuse planning effort was largely a critical success. Indeed, the Fort Ord Reuse Plan received the American Planning Association's *1997 Outstanding Planning Award for Comprehensive Planning in a Small Jurisdiction*. From a transportation perspective, there were several keys to this success:

- Ensure that transportation considerations are an input to the development of the land use element. Consideration of potential traffic impacts early in the development of the land use plan is valuable in minimizing their magnitude and the costs for mitigation.
- Educate stakeholders about the potential impacts and costs of development early in the planning process. It was easier to promote the concepts of multi-modalism and land use/transportation integration once policy-makers were shown the cost savings of this approach.

- Interact with other professionals. Foster communication, let ideas and concerns flow between disciplines, address problems quickly, tailor strategies to the situation, and be creative.