

4.2 SOCIOECONOMICS

This section describes the regional socioeconomic setting and Fort Ord's contribution to the regional economy in 1991. This setting constitutes baseline conditions for the analysis of socioeconomic effects of closure, disposal, and reuse effects discussed in Section 5.0, "Environmental and Socioeconomic Consequences", Volume II, Section II.2.

For the purposes of this analysis, Monterey County has been established as the region of influence for evaluating the regional economic effects of the reuse alternatives. This treatment of Monterey County as an individual economic unit is based on the movement of goods and services, labor and money flows, and pattern of transactions within the county and larger region. In addition, Monterey County has been designated by the federal government as a metropolitan statistical area. A metropolitan statistical area is defined as an integrated economic and social unit with a recognized population center that includes a city of specified population and the county in which it is located (California Employment Development Department 1991). Because Monterey County is designated as a metropolitan statistical area, it can be viewed as a geographically defined economic unit.

For some issue areas, the cities of Marina and Seaside, which are within and contiguous to the boundaries of Fort Ord, are singled out for concentrated study because of the expected severity of impacts on these communities (Figure 2-2).

4.2.1 Population and Housing

4.2.1.1 Population

Recent Trends and Projected Population Growth. In 1991, Monterey County contained 361,560 residents, most of whom lived in cities on the Monterey Peninsula, including Monterey, Marina, Sand City, Seaside, Carmel-by-the-Sea, and Pacific Grove, and cities within the Salinas Valley. Much of Fort Ord lies within the unincorporated portion of the county, but the westernmost portions lie within the incorporated boundaries of the Cities of Marina and Seaside.

Population growth, and forecasts of future population levels, within Monterey County and its communities are depicted in Figure 4.2-1 and Table 4.2-1. The population forecasts were prepared by the Association of Monterey Bay Area Governments prior to the announcement of Fort Ord closure.

Between 1980 and 1990 the county's population grew at an average annual rate of 2.2%, which lagged behind the state average growth rate of 2.6% during the same period. The county's population growth rate is projected to slow to an average annual rate of nearly 1.0% between 1988 and 2010. (U.S. Bureau of Economic Analysis 1990.)

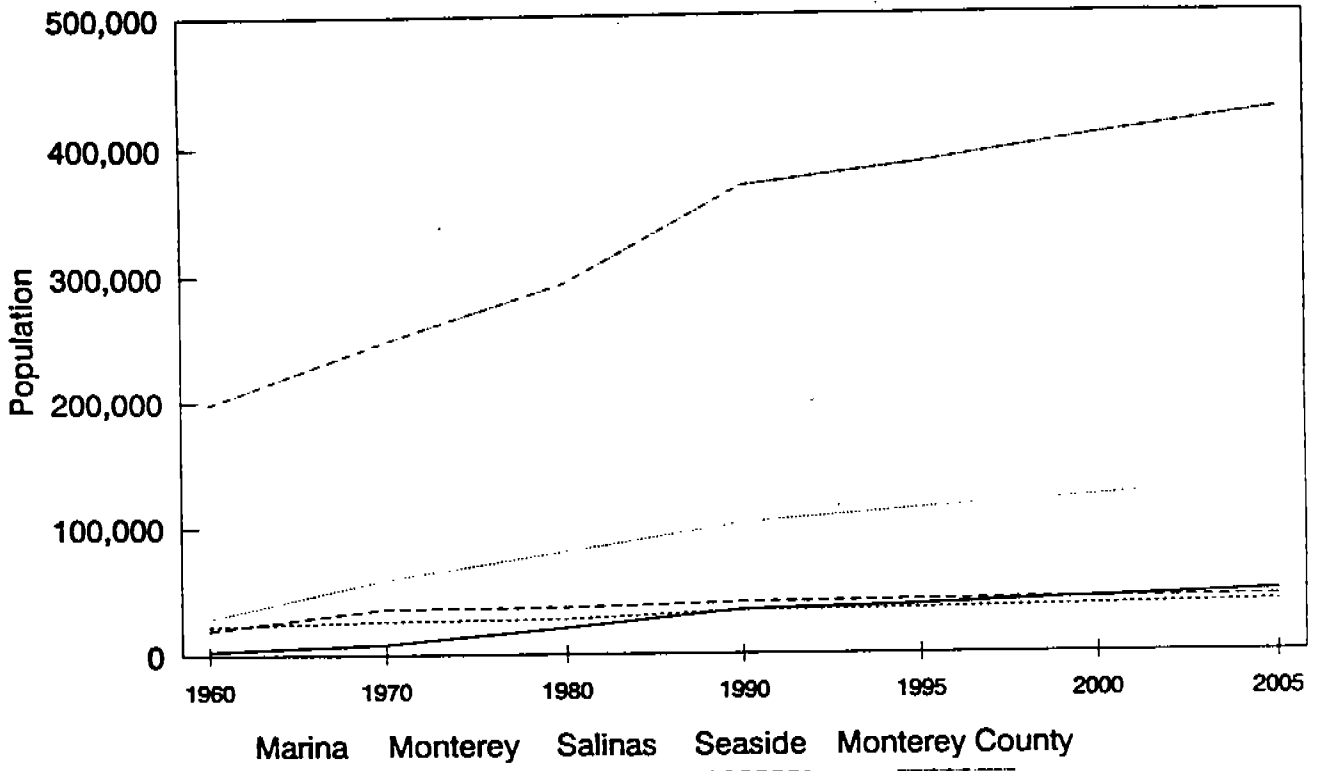
Salinas is the largest city in the county with a population of 110,675, accounting for about 31% of total county population. Between 1980 and 1990 the city grew faster than the county average at a rate of 3.5%, and is projected to be the growth center of the county between 1990 and 2010.

The City of Monterey has maintained a steady growth rate over the past decade of about 1.6%. With a population of 31,818 in 1991, Monterey is projected to grow by 0.4% each year between 1990 and 2010.

Pacific Grove contained a population of 16,166 in 1991. Growth between 1980 and 1990 was slow and averaged 0.2% each year. Projections show Pacific Grove will grow at a similar rate, 0.4% each year, between 1990 and 2010.

Figure 4.2-1

Historical Projected Population of Monterey County and Affected Cities



Sources:

1980 and 1990 county and city population - U.S. Bureau of the Census 1990.

2000 and 2010 Monterey County population projections - U.S. Bureau of Economic Analysis 1990.

2000 and 2010 city population projections - Association of Monterey Bay Area Governments 1988.

Table 4.2-1 Historical and Projected Population of Monterey County and Cities within Monterey County

County Area	Estimated Population				Average Annual Growth Rate 1980-1990 (%)	Average Annual Growth Rate 1990-2010 (%)
	1980 ^a	1990 ^a	2000 ^{b,c}	2010 ^{b,c}		
All Monterey County	290,444	355,660	406,000	443,000	2.25	0.98
Carmel-by-the-Sea	4,707	5,160	5,740	4,800	0.96	-0.28
Del Rey Oaks	1,557	1,661	1,840	1,840	0.67	0.43
Gonzales	2,891	5,180	6,020	6,510	7.92	1.03
Greenfield	4,181	7,290	8,466	11,300	7.44	2.20
King City	5,495	8,581	13,176	11,140	5.62	1.19
Marina	20,647	26,436	42,613	31,330	2.80	0.74
Monterey	27,558	31,954	37,070	35,300	1.60	0.42
Pacific Grove	15,755	16,117	18,839	17,700	0.23	0.39
Salinas	80,479	108,777	122,530	175,000	3.52	2.44
Sand City	182	200	836	970	0.99	15.40
Seaside	36,567	38,893	42,370	41,500	0.64	0.27
Soledad	5,928	8,090	9,331	22,200	3.65	6.98
Unincorporated County	83,914	103,095	119,269	114,760	2.29	0.45

^a Source: U.S. Bureau of the Census 1990 (1980 and 1990 county and city population).

^b Source: U.S. Bureau of Economic Analysis 1990 (2000 and 2010 projections for Monterey County).

^c Source: Association of Monterey Bay Area Governments 1988 (2000 and 2010 projections for cities).

Del Rey Oaks supported a population of 1,648 in 1991. Del Rey Oaks grew at an annual rate of 0.7% between 1980 and 1990, and is projected to grow at an annual rate of 0.4% between 1990 and 2010. Del Rey Oaks' growth is limited because it is a land-locked community.

Sand City is the smallest city in the county with a population of 194 in 1991, up from 182 in 1980. The growth of this community is expected to substantially increase between 1990 and 2010, with annual population growth projected at 15.4% each year; however, this large annual growth rate is related more to the small existing population of the community than to the level of absolute growth expected in Sand City. By 2010 the population is projected to grow to 970.

Seaside and Marina are the second and fourth largest cities in the county, respectively. Both communities have city limits that extend onto the Fort Ord installation. Seaside supported a population of 40,288 and Marina a population of 26,830 in 1991. Marina grew faster than Seaside between 1980 and 1990 with an average annual growth rate of 2.8%. Seaside grew at an average rate of 0.6% during that period. Seaside's growth is limited because it is a land-locked community. Projections indicate that population growth within both cities may slow to less than 1% annually between 1990 and 2010 (Table 4.2-1).

Fort Ord's permanent military population during fiscal year (FY) 1991 totaled 14,372 personnel, including 1,281 officers, 267 warrant officers, and 12,824 enlisted personnel. The installation's civilian personnel totaled 3,855 comprised of 1,550 civilian employees, 879 Army-Air Force exchange service employees, 524 nonappropriated fund employees, 136 commissary employees, 68 other U.S. Department of Defense (DOD) employees, 585 medical and dental department employees, and 113 information management employees. Fort Ord also supported a total of 18,283 people, including 1,026 transient military personnel, 219 other active military personnel, and 17,038 family members of active-duty personnel.

The resident population of Fort Ord totaled 31,270 during FY 1991. Approximately 85% of the permanent military personnel and transient military and military family members resided on the installation.

Almost 20% of Fort Ord's civilian work force is comprised of military spouses who also likely live on the installation.

The largest number of Fort Ord personnel residing off-installation live in Marina and Monterey. During FY 1991, 1,251 Fort Ord military personnel lived in Marina, 1,351 lived in Monterey, and 231 lived in Seaside. These individuals represented 33%, 30%, and 6% respectively, of all Fort Ord military personnel residing off-installation. Similarly, 22% of Fort Ord's civilian personnel reside in Marina, while 24% live in Monterey and 13% live in Seaside. Almost 17% of Fort Ord military personnel living off-installation and almost 24% of civilian personnel live in Salinas.

On-installation and off-installation military and civilian personnel represent a substantial portion of the total population of local cities. Over 50% of Marina's population, 25% of Seaside's population, and 5% of Monterey's population is comprised of Fort Ord military and civilian personnel and their families.

Over 10,000 retired military live within a 60-mile radius of Fort Ord (Table 4.2-2). Fort Ord personnel estimate that about 8,000 of those retirees and 12,000 of their family members continue to use facilities such as the commissary and post exchange at Fort Ord.

4.2.1.2 Housing

Existing Housing Supply and Characteristics. Between 1980 and 1990, Monterey County's housing supply grew from 103,557 units to 121,224 units, an increase of 17.1%. During that time the county's population grew by 22%, indicating that housing availability declined during the last decade. This is evidenced by county residential vacancy rates that have declined from 7.5% in 1980 to 6.8% in 1990 (Table 4.2-2) and by the increase in population per household from 2.85 to 2.96 during that period. (California Department of Finance 1992.) The most apparent result of the county's housing shortage is the sharp increase in housing costs. The median price of a home in Monterey County increased by 130.5% between 1980 and 1990 while the median income increased by only 73.5% during that time (U.S. census data from Sedway & Associates 1992). By comparison, the statewide median price of a home rose by 94%, growing from \$99,760 in 1980 to \$194,010 in 1990 (Bay Area Council 1991).

Just over half (51%) of the county's housing supply is owner occupied and 49% is renter occupied. By comparison, 55.62% of total housing within the state was owner occupied in 1990. Within the county, the distribution of owner-occupied and renter-occupied units varies widely (Table 4.2-3).

Fort Ord has the largest on-installation family housing supply in the Department of the Army. Fort Ord currently supports 23,716 housing units. This includes 6,365 family housing units, 515 of which are provided by private contractors. The unaccompanied personnel housing consists of 9,745 barracks spaces, including 117 units for bachelor officers and senior enlisted personnel. Additionally, 290 units are intended for transient use (i.e., quarters for visiting officers, enlisted personnel, and distinguished visitors).

On-installation housing units located within the City of Seaside total 8,076 and within the City of Marina total 14,387. Another 1,253 on-installation units are located within the unincorporated county area. Seaside supports a larger portion of the family housing areas and Marina supports more of the barracks facility units.

Of the 6,365 family housing units located on the installation, 3,005 are located within the City of Seaside, 2,107 within the City of Marina, and 1,253 within the unincorporated county area. Other housing areas, including barracks, visiting officer and enlisted personnel quarters, bachelor officer quarters, and guest housing, total 10,142 units and are spread throughout the installation. For purposes of this analysis, it is assumed half of these units (5,071) are located in Seaside and half are located in Marina. Distinguished visitor quarters, World War II barracks, and senior enlisted personnel quarters total 7,209 and are all located within the City of Marina.

**Table 4.2-2 Residence Locations of Retired Military Personnel
within a 60-Mile Radius from Fort Ord**

Residence Location	County	Number of Retirees	Percentage of Total
Aptos	Santa Cruz	189	1.77
Aromas	Monterey	10	0.09
Capitola	Santa Cruz	65	0.61
Carmel-by-the-Sea	Monterey	457	4.28
Carmel Valley	Monterey	102	0.96
Fort Ord	Monterey	65	0.61
Gilroy	Santa Clara	137	1.28
Hollister	San Benito	121	1.13
King City	Monterey	61	0.57
Los Gatos	Santa Clara	237	2.22
Marina	Monterey	1,045	9.79
Monterey	Monterey	630	5.90
Morgan Hill	Santa Clara	140	1.31
Moss Landing	Monterey	19	0.18
Pacific Grove	Monterey	335	3.14
Pebble Beach	Monterey	227	2.13
Salinas	Monterey	1,519	14.22
San Jose	Santa Clara	3,951	37.00
San Juan Bautista	San Benito	19	0.18
San Martin	Santa Clara	14	0.13
Scotts Valley	Santa Cruz	60	0.56
Seaside	Monterey	1,004	9.40
Soledad	Monterey	15	0.14
Watsonville	Santa Cruz	<u>257</u>	<u>2.41</u>
Total		10,679	100.00

Note: This table includes retirees who live within and outside of the 40-mile catchment area of Silas B. Hays Army Community Hospital. These retirees may, or may not, use facilities at Fort Ord. Retiree locations have been determined based on zip codes and may, or may not, be in the cities listed above. Data were compiled from the Retired Military Personnel Data Base on April 1, 1992. Retiree counts do not match retiree numbers in Table 4.2-13 because the counts reflect different periods. Table 4.2-13 reflects only those retirees residing within the 40-mile catchment area.

Military personnel are required to reside in installation housing, if vacant units are available. If no housing is available, military personnel are placed on a waiting list and paid a basic allowance for quarters variable housing allowance to compensate for the cost of obtaining housing off the installation. Fort Ord's housing supply is summarized in Table 4.2-4.

Table 4.2-3 Distribution of Existing Occupied Monterey County Housing by Type and Tenure

Type of Unit by City	Single-Family Units		Multifamily Units		Total Units	
	Number of Units	Percentage of Total	Number of Units	Percentage of Total	Number of Units	Percentage of Total
Marina						
Owner-occupied units	2,253	52.80	36	2.80	2,728	34.50
Renter-occupied units	<u>2,014</u>	47.20	<u>1,251</u>	97.20	<u>5,180</u>	65.50
Total units	4,267		1,287		7,908	
Monterey						
Owner-occupied units	4,106	63.53	158	5.83	4,539	35.76
Renter-occupied units	<u>2,357</u>	36.47	<u>2,554</u>	94.17	<u>8,154</u>	64.24
Total units	6,463		2,712		12,693	
Salinas						
Owner-occupied units	13,646	70.63	130	2.07	15,430	46.25
Renter-occupied units	<u>5,674</u>	29.37	<u>6,152</u>	97.93	<u>17,930</u>	53.75
Total units	19,320		6,282		33,360	
Seaside						
Owner-occupied units	3,716	47.48	7	1.01	4,042	37.99
Renter-occupied units	<u>4,110</u>	52.52	<u>683</u>	98.99	<u>6,599</u>	62.01
Total units	7,826		690		10,641	
Unincorporated County						
Owner-occupied units	19,098	75.7	65	11.0	21,589	69.1
Renter-occupied units	<u>6,131</u>	24.3	<u>527</u>	89.0	<u>9,670</u>	30.9
Total units	25,229		592		31,259	
County Total						
Owner-occupied units	50,930	67.83	501	3.76	57,202	50.64
Renter-occupied units	<u>24,151</u>	32.17	<u>12,823</u>	96.24	<u>55,763</u>	49.36
Total units	75,081		13,324		112,965	

Note: Duplex-nineplex, mobile home, and other housing categories are part of total but not detailed here.

Source: U.S. Bureau of the Census 1990.

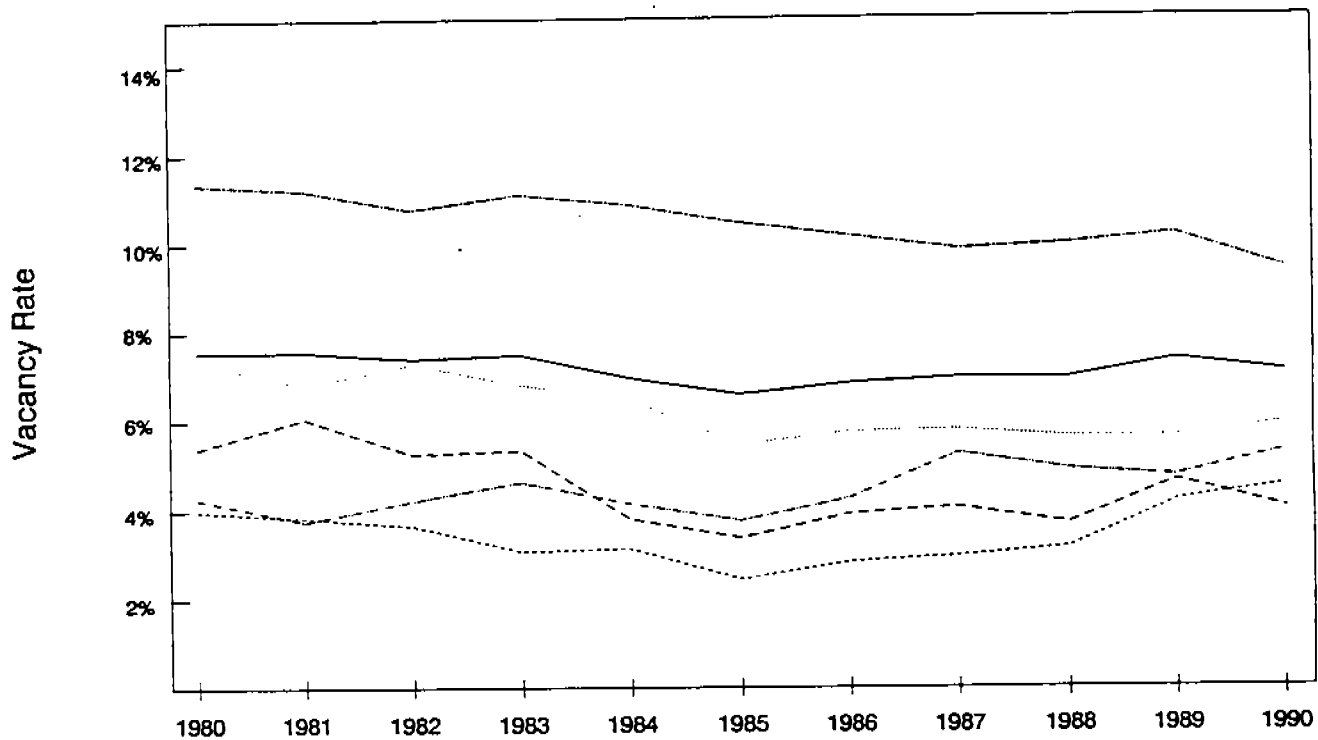
Table 4.2-4 Inventory of Existing Housing at Fort Ord

Housing Area	Total Number of Units
Family Housing Areas	
General Officer Area	2
Schoonover Park	787
Frederick Park	466
Preston Park	385
Abrams Park	942
Patton Park	780
Stilwell Park	1,009
Hayes Park	676
Brostrom Park (third-party lease)	219
Marshall Park	353
Fitch Park	450
Thorson Village (third-party lease)	<u>296</u>
Subtotal	6,365
Other Housing Areas	
Barracks	9,745
Visiting Officer and Enlisted Quarters	204
Bachelor Officer Quarters	112
Distinguished Visitor Quarters	5
WWII Barracks	7,029
Senior Enlisted Quarters	175
Guest Housing Quarters	<u>81</u>
Subtotal	17,351
Total Housing Units	23,716

Vacancy Rates. Recent vacancy rates for Monterey County and select cities within the county are presented in Table 4.2-5. Historic vacancy rates in Monterey County are illustrated in Figure 4.2-2. Vacancy rates in many cities within the county are generally too low to provide opportunities for household mobility and turnover. As stated in a recent study of the housing effects of Fort Ord downsizing:

The industry standard for an optimum overall vacancy level is 4.5% to ensure the market operates effectively and efficiently. A 6% vacancy rate for rental units and a 2% effective vacancy level for sale units are considered optimal. Although the county's overall vacancy level was reported to range between 6.5 and 7.5% throughout the past decade, the "real vacancy rate" is considerably lower when seasonal units are deducted from the equation. Subtracting seasonal and recreational units, Monterey County's 1990 vacancy rate for rental and for-sale units was 1.8 and 1.1%, respectively. (Sedway & Associates 1992.)

Figure 4.2-2
Historical Vacancy Rates in Monterey County 1980-1990



Monterey County Marina Monterey Salinas Seaside Unincorporated

Source: California Department of Finance 1992.

Table 4.2-5 Vacancy Status of Existing Monterey County Housing Units (1990)

City	Number of Units	Number of Vacant Units	Percentage of Overall Vacancy Rate
Marina	8,261	353	4.3
Monterey	13,497	804	6.0
Salinas	34,577	1,217	3.5
Seaside	11,238	597	5.3
Unincorporated County	<u>34,350</u>	<u>3,091</u>	<u>9.0</u>
Total	121,224	8,259	6.8

Source: U.S. Bureau of the Census 1990.

Approximately 2.9% of the housing units located at Fort Ord were vacant during 1991. Most of these vacancies were the result of the need to perform preventive maintenance on certain units.

Affordability. Median housing prices on the Monterey Peninsula have historically been higher than median prices elsewhere in Monterey County and the state. For example, in 1990 the median price of a single-family home in the City of Monterey was \$266,600 compared to \$198,200 countywide. Median prices varied considerably elsewhere in the county, as the following 1990 median home prices indicate: Marina, \$172,500; Salinas, \$161,500; Pacific Grove, \$262,000; Seaside, \$150,100; and Carmel-by-the-Sea, \$434,700.

As shown by Table 4.2-6, the median value of a home in Monterey County increased from \$86,000 in 1980 to \$198,200 in 1990, a 130% increase. This increase far outpaced the 73% growth in county median income during that same period. Interestingly, home ownership affordability, the percentage of the population able to afford the median priced home, rose from 8.8% in 1980 to 12.8% in 1990. This resulted primarily from relative decreases in monthly mortgage costs caused by substantially declining mortgage interest rates.

As indicated by Table 4.2-6, the relative affordability of rental housing in Monterey County remained stable during the 1980s, even though the median contract rent more than doubled over the 10-year period.

Jobs-to-Housing Balance. A balance between the number of jobs and housing units available in a specific area is often a stated goal of local government jurisdictions. Achieving a jobs-housing balance is felt to reduce excessive commute distances, reduce automobile-related air pollution, reduce traffic congestion, and decrease upward pressure on housing prices.

A jobs/housing ratio is often used to evaluate the balance between local jobs and housing, even though income distribution and housing prices play an important role in achieving a realistic balance. Jobs/housing ratios, however, provide an indication of whether a local area provides a sufficient supply of housing to meet the needs of the local workforce. Communities are generally considered to be in balance when the ratio of jobs to housing units lies within the range of 0.75 to 1.25. (Sedway & Associates 1992.)

Table 4.2-6 Ownership and Rental Affordability in Monterey County

Year	Median Income	Median Home Value	Percentage of Ownership Affordability	Median Contract Rent	Percentage of Rental Affordability ^a
1980	\$17,661	\$86,000	8.80	\$262	92.30
1990	\$30,634	\$198,200	12.80	\$566	93.70

Note: Ownership affordability refers to the percentage of households in a region that would be able to purchase the median-priced home assuming a 20% downpayment and prevailing interest rates on a 30-year term loan. Payments must not exceed 30% of the median gross income.

^a Rental affordability represents the percentage of occupied rental units that were renting at or below the affordable rental rate that is calculated as 30% of the county median income.

Sources: U.S. Bureau of the Census, National Association of Realtors, Sedway & Associates 1992.

Table 4.2-7 provides a summary of jobs/housing ratios for the greater Monterey Peninsula housing market area, the greater Salinas housing market area, and the county as a whole. As indicated by these ratios, Marina and Seaside do not achieve balances. These two communities have traditionally provided housing for military personnel and civilians working at Fort Ord. Salinas and Monterey serve as employment centers within the county, as indicated by their high ratios of jobs to housing. The overall county jobs/housing ratio of 1.36, based on 165,000 jobs and 121,224 housing units within the county in 1990, indicates a somewhat imbalanced housing market where demand exceeds supply, and helps explain relatively high housing costs within the county.

Future Housing Development Potential. Based on an analysis of existing zoning in each jurisdiction within Monterey County, the maximum residential development potential in the entire county is estimated at 26,842 units. Accounting for environmental and infrastructure capacity constraints, the actual residential buildout potential is most likely 50% to 75% of the allowable building capacity. Residential development is primarily constrained by lack of available land zoned for residential uses, insufficient water supply, insufficient sewer capacity, traffic congestion, and environmental issues. (Sedway & Associates 1992.)

4.2.2 Regional Economy

Economic variables used to measure effects on the regional economy in Section 5.0, "Environmental and Socioeconomic Consequences", Volume II, Section II.2, include employment, personal income, total output, and public revenue levels. Existing conditions for these measures of economic activity are described below.

4.2.2.1 Employment

Monterey County's economy has historically relied on three main employment sectors: tourism, agriculture, and the military. This economic structure is illustrated by the distribution of employment among industrial sectors, as shown by Table 4.2-8.

Table 4.2-7 Jobs/Housing Ratios and Housing Costs in Monterey County in 1990

Housing Market Area	Jobs/Housing Ratio	Median Single-Family Housing Value	Average Rent
Greater Monterey Peninsula Housing Market Area			
Marina	0.13	\$172,500	\$607
Monterey	1.35	\$266,600	\$654
Seaside	0.55	\$150,100	\$565
Greater Salinas Housing Market Area			
Salinas	1.54	\$161,500	\$528
Total Monterey County	1.36		

Note: Jobs/housing ratios for Monterey County were calculated based on 165,008 jobs and 121,224 housing units located in Monterey County in 1990.

Source: Jobs/housing ratios for cities and housing cost data - Sedway & Associates 1992.

The government, including federal, state and local agencies, accounts for almost 20% of countywide employment (Table 4.2-8). Not included in government employment shown by Table 4.2-9 are an estimated 21,600 military (noncivilian) positions at Fort Ord, Camp Roberts, Fort Hunter Liggett, the Defense Language Institute, the Naval Postgraduate School, the Presidio of Monterey, and the County of Monterey (Sedway & Associates 1992). Other large employment sectors include the agricultural sector (21%), the services sector (20%), and the retail trade sector (17%).

Monterey County's civilian labor force expanded steadily during the last decade from 142,400 in 1983 to 160,000 in 1990. At the same time, the county's unemployment rate declined from 12.6% to 8.8% but has remained an average of 3% higher than the state average (Table 4.2-9). The relatively high unemployment rate is partially explained by the seasonal nature of the county's economy which experiences high unemployment in the winter when agriculture, food processing, and tourist-oriented industries are at a lull. (California Employment Development Department 1991.)

Seaside's labor force participation rate was just over 58% in 1990. Of the city residents in the labor force in 1990, over 38% were members of the armed forces, 22% were employed within the retail trade sector, and 13% were employed in the personal services sector. The city's unemployment rate stood at 4.4% in 1990, with 989 individuals considered unemployed. (U.S. Bureau of the Census 1990.)

Table 4.2-8 Estimated Number of Jobs by Industry in Monterey County, 1980-1990

Industry	Number of Workers (in thousands)		
	1980	1985	1990
Agricultural	21.7	24.2	30.2
Mining and Construction	3.7	4.3	4.9
Manufacturing	8.9	9.0	10.4
Transportation and Public Utilities	5.2	4.9	4.7
Wholesale Trade	3.3	3.6	5.3
Retail Trade	19.4	23.9	24.9
Finance, Insurance, and Real Estate Services	4.4	4.8	6.3
Federal Government ^a	7.3	8.6	9.0
State and Local Government	<u>16.6</u>	<u>17.2</u>	<u>19.1</u>
Total	110.0	124.3	143.3

^a Does not include military (noncivilian) positions. Noncivilian military employment totaled 21,608 in 1990 (Sedway & Associates 1992).

Source: California Employment Development Department 1991.

Table 4.2-9 Monterey County Civilian Labor Force Employment and Unemployment

	1985	1986	1987	1988	1989	1990
Labor Force	148,100	150,000	154,400	160,000	164,400	160,600
Number Employed	132,400	134,400	141,100	146,500	151,100	146,500
Number Unemployed	15,700	15,600	13,300	13,500	13,300	13,500
Unemployment Rate (percentage of total)	10.6	10.4	8.6	8.4	8.1	8.8

Note: Number of employed residents of Monterey County. The jobs are not necessarily located in the county.

Source: California Employment Development Department 1991.

According to 1990 census data, almost 57% of Marina's population, 15,041 men and women, comprise the city's labor force. Of those, almost 36% are in the armed forces, over 25% are employed in the retail trade sector, and 15% are employed in the public administration sector. Unemployed civilians totaled 526 in 1990, resulting in an unemployment rate of 3.5%. (U.S. Bureau of the Census 1990.)

Fort Ord employed a total workforce of 18,227 in FY 1991, including 14,372 permanent military personnel, 3,855 civilian personnel, and a varying number of contractual workers. Fort Ord's mission and organization have remained fairly stable over the last decade. No major tenants were gained or lost during this period.

Military spouses hold an estimated 20% of the installation's civilian jobs and work primarily in non-professional white-collar jobs.

4.2.2.2 Output

Industrial output is a general measure of the economic activity of an area. Output, as used in this study, is defined as gross industry sales from production, and is measured as the total value of all goods and services produced by all industries within the county.

Baseline output levels by industry within Monterey County are shown in Table 4.2-10. The industrial output levels shown in Table 4.2-10 represent 1985 levels, presented in 1991 dollars. As shown, output in Monterey County totaled \$12.2 billion in 1985. The largest output sectors include government, services, agriculture, and manufacturing. Together, these four sectors generated approximately 66% of total industrial output within Monterey County.

Table 4.2-10 Monterey County Output by Industry Aggregations

Industry Aggregation	Total Output (in millions of 1991 dollars)
Agriculture, Forestry, and Fishing	\$1,565
Construction and Mining	676
Manufacturing	1,448
Transportation and Public Utilities	1,113
Wholesale Trade	353
Retail Trade	827
Finance, Insurance, and Real Estate	1,229
Services	2,490
Government	<u>2,545</u>
Total	\$12,246

Note: 1985 dollars were converted to 1991 dollars using the Consumer Price Index.

Source: Impact Analysis for Planning Computer Model database 1985.

4.2.2.3 Personal Income

Personal income is another measure of economic activity within an area. The personal income of an area is defined by the U.S. Bureau of Economic Analysis (1989) as the income received by, or on behalf of, all the residents of an area.

The most recent personal income data for Monterey County was published in 1989 and reflects 1988 personal income levels. In 1991 dollars, personal income within Monterey County totaled approximately \$6.8 billion in 1988, resulting in per capita personal income of \$19,500 (U.S. Bureau of Economic Analysis 1989).

Earnings are a subset of total personal income, representing approximately 71% of personal income in Monterey County. Earnings by industry are shown in Table 4.2-11, presented in 1991 dollars. Three sectors (government, services, and agriculture) accounted for 65% of the \$4.8 billion in earnings generated within Monterey County in 1988. Earnings are used throughout the remainder of this document as a measure of personal income because the two economic models used to evaluate economic effects measure changes in earnings rather than total personal income.

4.2.2.4 Fiscal Conditions

Fort Ord closure and reuse will directly and indirectly affect levels of public costs and revenues for jurisdictions within Monterey County. The evaluation of fiscal effects presented in Section 5.0, Section II.2, focuses on changes in the revenue stream for affected agencies; therefore, the following summarizes baseline review data for affected jurisdictions.

Table 4.2-11 Distribution of Monterey County Earnings by Industry in 1988

Industry	Earnings (in millions of 1991 dollars)
Agriculture	\$ 950
Mining	19
Construction	270
Manufacturing	327
Transportation and Public Utilities	202
Wholesale Trade	168
Retail Trade	486
Finance, Insurance, and Real Estate	182
Services	1,004
Government and Government Enterprises	<u>1,201</u>
Total	\$4,809

Note: Earnings represented approximately 71% of the \$6.8 billion in personal income received in Monterey County in 1988.

Source: U.S. Bureau of Economic Analysis 1989.

Table 4.2-12 summarizes baseline revenue data for FY 1991-92 for Monterey County and cities within the county. For purposes of the impact analysis presented in Section 5.0, "Environmental and Socioeconomic Consequences", Volume II, Section II.2, revenues have been allocated among three categories: local revenues, subvention-related revenues, and other population-related revenues.

Local revenues, including property tax, sales tax, and transient occupancy tax revenues, typically represent almost half of a jurisdiction's total revenues. Property tax revenues fluctuate based on assessed property values and development levels. These revenues can change because of increases or decreases in economic development and property values within a jurisdiction. Sales tax revenues fluctuate with increases or reductions in the resident population, but are greatly influenced in Monterey County by changes in tourist-related activity. Transient occupancy tax is collected based on hotel and motel occupancy, which is generally dependent on tourist and visitor activity. (RKG Associates 1992)

Table 4.2-12 City Budget Revenue Information for Fiscal Year 1992-1993

	Seaside and Sand City	Marina	Monterey ^a	Pacific Grove	Del Rey Oaks	Salinas
City Revenues						
Property Tax	1,341,000	942,000	3,296,000	1,770,275	181,800	6,661,000
Sales Tax	2,650,000	740,000	4,950,000	1,510,000	115,000	11,850,000
Transient Occupancy Tax	<u>375,000</u>	<u>415,000</u>	<u>7,542,000</u>	<u>1,678,039</u>		<u>900,000</u>
Subtotal	\$4,366,000	\$2,097,000	\$15,788,000	\$4,958,314	\$296,800	\$19,411,000
State Subvention Revenues						
Cigarette Tax	55,000	40,000		17,000	6,000	200,000
Motor Vehicle In-lieu	1,450,000	1,004,249	1,482,900	608,899	62,800	4,010,000
Gas Tax (2105, 2106, 2107)	<u>631,715</u>	<u>451,911</u>	<u>842,267</u>	<u>205,773</u>	<u>32,300</u>	<u>1,901,700</u>
Subtotal	\$2,137,565	\$1,496,160	\$2,325,167	\$831,672	\$101,100	\$6,111,700
Other Population-Related Revenues						
Franchise Utility Tax	1,611,000	195,000	940,500	880,470	28,000	5,422,000
Business License Tax	256,000	35,000	787,500	235,000	69,000	1,200,000
Other Licenses	84,100	20,000		2,977	5,900	724,100
Fine Forfeitures	130,000	92,000		267,000	20,600	135,000
Interest on Money	154,000		750,000	188,000	24,000	1,636,800
Other State (Peace Officer Standard Training)	30,000	7,500		40,000	1,300	100,000
Charges for Services	658,200	44,200	1,401,420	240,550	32,415	4,311,700
Other Revenues		<u>50</u>	<u>69,125</u>	<u>336,409</u>	<u>11,500</u>	<u>225,000</u>
Subtotal	\$2,923,300	\$393,800	\$3,948,545	\$2,190,406	\$192,715	\$13,754,600
Total	\$9,426,865	\$3,986,960	\$22,061,712	\$7,980,392	\$590,615	\$39,277,300
Per Capita-Subvention Revenues	\$54.95	\$56.60	\$72.77	\$51.60	\$60.87	\$56.19
Per Capita-Other Revenues	\$75.15	\$14.90	\$123.57	\$135.91	\$116.02	\$126.45

^a City of Monterey "Other Population-Related Revenues" is reduced to one-third the amount shown on the 1991/1992 Budget. This reduction is due to the large tourist-related business creating these revenue sources. The one-third budget amount reflects the population-related revenues.

Source: RKG Associates 1992.

State subvention revenues include cigarette tax, motor vehicle in-lieu tax, and gas tax sources. These revenues are returned by the state to jurisdictions in proportion to their resident population. State subvention revenues received by each county or city are based on the higher of the 1990 U.S. Census population count or the latest California Department of Finance population estimate. Because of this, state subvention revenues would not decrease due to population reductions until a new census count documents the decline. (RKG Associates 1992.)

Many other county and city revenue sources are directly or indirectly related to population levels. These sources include franchise or utility taxes, business licenses, fines, and fees that tend to reflect the size of the local population. Per-capita levels of these revenues are depicted in Tables 4.2-12.

4.2.3 Social Services

Social services provided by the county, local organizations, and the Army could be affected by closure and reuse of Fort Ord. The following sections summarize these programs. The discussion of services provided by the Army focuses on medical services because other services would not be substantially affected by closure.

4.2.3.1 County Support Services

Family-related services provided by Monterey County include basic subsistence, emergency services, services for adults and the elderly, services for children, family planning, and financial planning. These services are funded primarily by state and federal transfer payments; funds are increased with caseload and Monterey County historically has not experienced problems with receiving additional funds to cover increased caseloads.

Over 55,000 county residents (about 15.5% of total county population) were considered economically disadvantaged in 1990. Economically disadvantaged persons are defined as those persons whose income or family income was below the Federal Poverty Guideline (\$12,700 for a family of four) and/or below 70% of the Lower Living Standard Income Level which varies by county of residence (\$15,130 for a family of four in Monterey County). In May of 1990, almost 17,000 people within the county (about 5% of total county population) received basic assistance in the form of Aid to Families with Dependent Children. Of those, almost 12,000 were children. Almost 20,000 individuals received food stamps, 367 received general relief, and 22 received refugee cash assistance. (California Employment Development Department 1991.)

Support services available in Monterey County include substance abuse services, senior systems, suicide prevention, armed services retiree services, and disability services. The primary support organization for seniors (retired military) is Silas B. Hays Army Community Hospital. Specific numbers of individuals in substance abuse treatment were not available. Between 10% and 15% of the clients serviced by Adult Services are retired military, and 10% are family members of retired military. Support services are funded by the state and federal government but funds have not increased with the caseload in recent years and the county has had to appropriate money to this department to compensate for the lack of funding.

Almost 39,000 retired military, 23,286 active military, and 40,226 military families use some type of family-related services, according to responses to a human services survey conducted by the Fort Ord Community Task Force (1992).

4.2.3.2 Job Development

A variety of job development and job placement resources exist within Monterey County. The Private Industry Council (PIC) has resources to assist both expanding businesses and new businesses. The PIC administers the Job Training Partnership Act, providing training and employment services to disadvantaged or dislocated workers in Monterey County. The PIC is a nonprofit corporation of private-sector business people and representatives of education, labor, rehabilitation, job service, and economic development organizations. Programs available from the PIC include classroom or on-the-job training, job applicant assessment and training, and special customized services.

Other job development services available in the county include the Center for Employment Training, Joblink, Mission Trails Regional Occupation Program (ROP), and the county Office of Employment Training.

4.2.3.3 Homeless Services

About 250 emergency shelter bed spaces in Monterey County are currently available 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. (Fort Ord Community Task Force 1992)

The Northcutt Report (1989), a data base and needs assessment of the Monterey County homeless population, revealed that an estimated 1,300-2,200 homeless adults and 370-630 homeless children reside in Monterey County. This translates to between 1,670 and 2,830 homeless adults and children in Monterey County on any given night. The following represents the approximate distribution of the homeless population in the county: Salinas area 47%, Monterey Peninsula area 22%, North County area 8%, South County 15%, and unknown 8%.

The study identified the need for additional emergency shelter beds, particularly on the Monterey Peninsula and in the rural areas of the county.

4.2.3.4 Military Retiree Benefits

Access to free or low-cost medical treatment on a space-available basis at Silas B. Hays Army Community Hospital is an important service available to retired military personnel. Other major services available to retirees at Fort Ord include the commissary, post exchange, library, athletic facilities, and social clubs.

The commissary is a retail store comparable to a large supermarket. Foods and related consumer goods are the principal items sold. The commissary serves active-duty personnel, reservists, and their family members, in addition to retirees. It serves an estimated 8,000 retirees and 12,000 of their family members in the local area.

The exchange service provides a broad range of consumer products, including automotive fuel and services. The main exchange is comparable to a department store; it features clothing, appliances, sports equipment, and numerous other product lines. As with the commissary, the post exchange serves active military, reservists, and family members, in addition to retirees. Unlike the commissary, it is supported entirely by nonappropriated, patron-supplied funds.

Other facilities are available at the Naval Postgraduate School in Monterey, which offers an officer's club and an installation exchange, together with several small branch exchanges.

No standards exist for a minimum level of service that should be provided to military retirees by the Department of Defense. Retirees may need to travel long distances to obtain certain benefits.

4.2.3.5 Military Medical Care

Medical services available to military retirees and their family members residing within Monterey County are provided by Silas B. Hays Army Community Hospital and 10 medical clinics located at Fort Ord, other military medical facilities located inside and outside of Monterey County, and by a variety of private providers accessible through medical care reimbursement programs offered by the federal government.

Silas B. Hays Army Community Hospital is a 367,000-square-foot acute care facility licensed to provide 440 beds. In practice, the hospital usually maintains 125 beds for patient use. The primary purpose of Silas B. Hays Army Community Hospital is to provide medical support to military personnel in times of war and to provide peacetime care to active duty military personnel and their family members. In addition, the hospital provides medical benefits to retirees and their family members, and to survivors of deceased service members on a space-available basis. Healthcare is provided at no charge to qualified beneficiaries, including retirees and their family members. Silas B. Hays Army Community Hospital is the only military hospital in Monterey County. The 10 adjunct medical clinics located at Fort Ord provide outpatient services on a similar basis.

All eligible patients who reside within a 40-mile radius of a military medical facility (catchment area) must seek in-patient service at that facility before they can qualify for treatment at other military facilities or for partially or fully reimbursable treatment at civilian medical facilities. Eligible patients residing outside of a catchment area may seek healthcare at a military medical facility of their choice or through civilian providers.

An estimated beneficiary population of 64,623 resided within the Silas B. Hays Army Community Hospital catchment area during FY 1992 (Table 4.2-13). Approximately 45% of the beneficiary population were members of the 7th Infantry Division (Light) and their family members; 28% were other active-duty personnel within the catchment area and their family members; and the remaining 27% of the population, or 17,515 beneficiaries, were military retirees and their family members.

Table 4.2-13 Beneficiary Population Residing in the
Silas B. Hays Army Community Hospital Catchment Area

Beneficiary Category	Sponsor ^a	Family Member	Total
7th Infantry Division	12,564	16,333	28,897
Other Active Duty	7,918	10,293	18,211
Retiree	<u>7,298</u>	<u>10,217</u>	<u>17,515</u>
Total	27,780	36,843	64,623

Note: The catchment area includes the area within a 40-mile radius of the hospital, as defined by zip codes.

^a The sponsor includes current and retired active-duty personnel.

In addition to eligible beneficiaries within its catchment area, Silas B. Hays Army Community Hospital serves eligible patients, primarily retirees and their family members, residing outside the catchment area, including elsewhere in Monterey, Santa Cruz, San Benito, Santa Clara, and San Luis Obispo Counties. The exact number of retirees and their family members residing outside of the catchment area that use Silas B.

Hays Army Community Hospital is not known; however, estimates of this population have ranged from approximately 7,000 to 11,000 (Fort Ord Community Task Force 1992).

The average occupancy (average number of beds occupied by patients on a given day) of Silas B. Hays Army Community Hospital during FY 1990 was 57.9% (American Hospital Association 1990). The demand for in-patient services at Silas B. Hays Army Community Hospital is characterized by admissions and bed days. As shown in Table 4.2-14, retirees and their family members accounted for approximately 32% of the 10,635 admissions and 33% of the bed days at Silas B. Hays Army Community Hospital during FY 1990. The demand for out-patient services is characterized by clinic visits. Retirees and their family members accounted for approximately 42% of the 378,445 clinic visits in FY 1990 (Table 4.2-14).

Table 4.2-14 Utilization of Medical Services at Silas B. Hays Army Community Hospital during Fiscal Year 1990

Beneficiary Category	Hospital Admissions	Bed Days	Average Length of Hospital Stay	Clinic Visits*
Active Duty and Family Members	7,279	24,419	3.35	219,951
Retirees and Family Members	<u>3,356</u>	<u>12,053</u>	<u>3.59</u>	<u>158,494</u>
Total	10,635	36,472	3.43	378,445

* Includes out-patients and in-patients who were seen in the clinic during hospitalization.

Because active-duty personnel receive treatment on a higher priority basis at military medical facilities than other eligible patients, family members and retirees sometimes need to obtain medical treatment at civilian facilities. If in-patient medical services are not available at Silas B. Hays Army Community Hospital, or if the patient load is at the hospital's capacity, eligible patients can (after obtaining a Statement of Non-Availability) be treated at civilian hospitals through the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS), a medical benefits program of the federal government. Generally, CHAMPUS requires patients to pay 20-25% of treatment costs plus an annual deductible amount of up to \$150 for individuals and \$300 for families. Retirees and their family members over 64 years of age are transferred to the Medicare system.

The State of California is included in the CHAMPUS Reform Initiative, a demonstration program that includes two beneficiary options for care, in addition to the standard CHAMPUS option. These are CHAMPUS Prime, a health maintenance organization model, and CHAMPUS Extra, a preferred provider program option. CHAMPUS Prime enrollees use network providers and pay a \$5 outpatient visit fee and other reduced charges. CHAMPUS Extra is a non-enrollment program through which beneficiaries experience lower cost shares and lower out-of-pocket expenses for services received from network providers. The original CHAMPUS Reform Initiative contract is scheduled to end in July 1993. Procurement activities are now on-going for the follow-on California/Hawaii CHAMPUS Reform Initiative program.

Some physicians in Monterey County accept standard CHAMPUS patients; however, many physicians and healthcare providers are reluctant to accept CHAMPUS patients because of relatively low reimbursement rates for medical services. Three hospitals within the county, including Community Hospital of Monterey Peninsula in Monterey, Salinas Valley Memorial Hospital in Salinas, and Natividad Medical Center in Salinas, accept CHAMPUS patients. Natividad Medical Center recently signed a contract to accept military beneficiaries enrolled in the CHAMPUS/PRIME and EXTRA programs. Size and occupancy data for the three local CHAMPUS hospitals are presented in Table 4.2-15.

Patients represented by CHAMPUS were a relatively small percentage of total patients at Community Hospital of Monterey Peninsula, Salinas Valley Memorial Hospital, and Natividad Medical Center in 1990. These patients accounted for an estimated 2.7% of Community Hospital of Monterey Peninsula's total bed days in 1990 (Community Hospital of Monterey Peninsula pers. comm.). Similarly, CHAMPUS patients generated approximately 1% of Salinas Valley Memorial Hospital's total revenues during the same year (Salinas Valley Memorial Hospital pers. comm.). No CHAMPUS patient data was available for Natividad Medical Center (Natividad Medical Center pers. comm.).

Table 4.2-15 Size and Occupancy Data for Hospitals Available to Military Medical Beneficiaries

Hospital	Beds ^a	Admissions ^b	Percentage of Occupancy ^c
CHAMPUS Hospitals			
Community Hospital of the Monterey Peninsula	170	11,144	84.7
Natividad Medical Center ^d	114	5,844	50.0
Salinas Valley Memorial Hospital	223	10,226	65.0
Military Hospitals			
Silas B. Hays Army Community Hospital	159	10,126	57.9
Naval Hospital Oakland	263	N/A	N/A
Travis Air Force Base	245	9,709	73.5

Notes: CHAMPUS = Civilian Health and Medical Program of the Uniformed Services.

N/A = data not available.

Data represents information derived from a 1990 survey of hospitals.

- ^a Number of beds, cribs, and pediatric and neonatal bassinets regularly maintained for inpatients.
- ^b Number of patients admitted for in-patient service during a 12-month period ending in 1990.
- ^c Ratio of the average number of inpatients received each day to the average number of beds maintained during the 1990 reporting period.
- ^d Data for Natividad Medical Center excludes activity related to the hospital's nursing home-type facilities.

Sources: American Hospital Association 1990.

Rather than use local CHAMPUS hospitals for in-patient services, medical beneficiaries may travel outside of the region to seek healthcare at other military hospitals. Naval Hospital Oakland and David Grant Medical Center at Travis Air Force Base in Fairfield are the closest military hospitals for retirees in the Monterey region. Size and occupancy data for Naval Hospital Oakland and David Grant Medical Center are presented in Table 4.2-15.

In addition to in-patient and out-patient services potentially available at Naval Hospital Oakland and David Grant Medical Center, out-patient services are also available at two PRIMUS clinics located in Salinas

and at the Presidio of Monterey in Monterey. The PRIMUS clinics are administered by the Sisters of Charity of the Immaculate Word through a contract with the government. The clinics serve the military beneficiary population at no cost to patients. The PRIMUS clinics in Salinas and the Presidio of Monterey serve an average of 102 and 192 patients per day, respectively (FY 92 Primus Clinic data). Based on operating the clinics 250 days per year, the Salinas and Presidio of Monterey clinics in FY 1992 absorbed 25,489 and 47,917 visits from beneficiaries, respectively, based on the total invoices submitted by the contractor.

4.2.4 Schools

4.2.4.1 Monterey Peninsula Unified School District

The Monterey Peninsula Unified School District (MPUSD) serves Fort Ord and the Monterey Peninsula. Current districtwide enrollment is 14,152, with a capacity of 17,606. The MPUSD operates five schools at Fort Ord on land leased from the Army.

More than half of the students at two elementary schools in the City of Marina are from military families. Seaside High School's students are predominantly from military families (Fort Ord Task Force 1992).

Approximately one-third of all enrolled students are children of military personnel or civilians who work at Fort Ord. The MPUSD receives reimbursement from the federal government for each child of a Fort Ord military or civilian family that attends a MPUSD school (\$1,400 for resident child of Fort Ord, \$14 for nonresident child).

4.2.4.2 Salinas Union High School District

The Salinas Union High School District currently averages 33% above capacity enrollment. Approximately 300 students from Fort Ord families attend a Salinas Union High School District facility (RKG Associates 1992). By 2000, the district expects to more than double its enrollment. Growth plans include the addition of Alvarez High School. This facility would increase the district's capacity by 2,000 students. However, even if the district begins construction on Alvarez High School within the next 3 years, the district will still need another high school (Jones & Stokes Associates 1991).

4.2.4.3 Salinas Elementary School Districts

The City of Salinas has four elementary school districts: Salinas City, Alisal, Santa Rita, and Washington. All four districts are currently operating above capacity. There are plans to construct several facilities within the districts to increase capacity and decrease overcrowding, but funding has not been available. The City of Salinas is currently asking voters to authorize a bond measure to assist with construction costs for the proposed facilities (Salinas Elementary School District pers. comm.). Even if the bond measure passes and construction commences, the elementary school districts in Salinas would still be operating at greater-than-capacity levels because of the city's accelerated growth rate.

Through interdistrict agreements, approximately 185 students from Fort Ord families attend classes in one of the elementary school districts in Salinas.

4.2.4.4 North County Unified School District

With an enrollment of approximately 4,900 students, the North County Unified School District (NCUSD) has a capacity of approximately 200 additional students. The district consists of eight schools: four elementary schools, two middle schools, one high school, and one continuation school (Jones & Stokes Associates 1991). According to a NCUSD survey conducted in 1990, 207 students from Fort Ord families

attend a NCUSD facility (RKG Associates 1992). This number is considered high by the NCUSD's current administration. They estimate that a maximum of approximately 75 students attending NCUSD facilities are from Fort Ord families (North County Union School District pers. comm.).

4.2.4.5 Monterey Peninsula College

Monterey Peninsula College offers a comprehensive set of courses in 8-week cycles at its Fort Ord campus. At least one-third of the students enrolled are not military personnel or their families but attend that campus because of its convenient location (Fort Ord Community Task Force 1992).

4.2.4.6 Golden Gate University

Approximately 20% of Golden Gate University's student body is military personnel or their family members (Fort Ord Community Task Force 1992).

4.2.5 Recreation

This section incorporates by reference information from the Other Physical Attributes Baseline Study of Fort Ord, California, which is available at the public information repository established at the Seaside Branch Library (U.S. Army Corps of Engineers, Sacramento District 1992e).

4.2.5.1 Undeveloped Recreational Opportunities

Undeveloped recreational opportunities exist in areas that remain in their original natural state with few or no developed facilities. These opportunities include trails and paths, beaches, open space areas, and natural habitat preserves.

Many undeveloped recreational opportunities on the installation are available to the public and military or civilian Fort Ord personnel. Through the Directorate of Personnel and Community Activities, the public can receive permission to use a majority of the installation area for various recreational opportunities, including, bicycling, equestrian activities, woodcutting, and hiking. Approximately 14,500 acres of the installation is available for undeveloped recreational activities. These areas include all of the undeveloped portions of the installation except for the 8,000-acre inland range area, which is used for live ordnance exercises and is considered very hazardous at present.

Additionally, hunting and fishing are popular recreational opportunities on the installation. These two activities draw the highest visitation of any of the undeveloped recreational activities. Fishing for rainbow trout, bluegill, channel catfish, and bass occurs at the East Garrison Pond and surf fishing occurs on the coastline of the installation. Hunting for California blacktail deer, cottontail rabbit, California valley quail, and mourning dove is permitted in the oak woodland areas in the central portion of the installation. Persons hunting and fishing on the installation must possess state and installation permits to participate in these activities.

4.2.5.2 Developed Recreational Activities

Developed recreational opportunities exist in or on developed recreational facilities. These may be indoor or outdoor facilities, depending on the activity. These opportunities include gymnasiums, indoor and outdoor playing fields and courts, parks, campgrounds, visitor service facilities, and community centers offering recreational activities.

Fort Ord has several developed recreational areas for numerous activities. These recreational opportunities are primarily available to on-installation personnel, but some are available to the public with appropriate permits from the Directorate of Personnel and Community Affairs. The developed recreational facilities include a youth center with gymnasium, three additional gymnasiums, a bowling center, two championship 18-hole golf courses, a 17-acre campground ("travel camp") and 8-acre pistol range, an outdoor football and track and field stadium, an indoor olympic-size pool, four theaters, the Stilwell Hall community center, an auto hobby shop, and an equestrian center. These facilities are located in the Main Garrison area (approximately 440 of the total 470 acres of developed recreation area) except for the "travel camp" and pistol range, located in the East Garrison area; Stilwell Hall, which is located on the coast; and the equestrian center, located north of the Main Garrison area.

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