

2.0 PLANNING METHODOLOGY & COMMUNITY OUTREACH



2.0 Planning Methodology & Community Outreach

2.1 Introduction

Although a very simplified explanation of the planning process, the methodology implemented to create this Plan involved the following major steps:

1. Project Initiation
2. Regional Economic Profiles and Market Analysis
3. Site Inventory and Analysis
4. Development of Planning Principles and Alternatives
5. Completion of Preliminary, Draft, and Final Reuse Plans

Project Initiation

The Project Initiation stage involved the project kick-off and data gathering and documentation for the purposes of understanding existing site conditions. The project was initiated with a formal kick-off meeting involving FMERPA, State representatives, and the EDAW planning team. The main purpose of this meeting was to define the scope and purpose of the project: to create a redevelopment and Reuse Plan that is economically sustainable and provides new and exciting opportunities for the host communities, the region, and the State.

Project Initiation also involved a tour of the 1,127 acre post followed by stakeholder meetings with local municipalities, the Boroughs of Tinton Falls, Eatontown and Oceanport, and Monmouth County; the Army Garrison; and the local BRAC office. The overall planning approach and process is documented in the Technical Memorandum: Project Schedule and Methodology (September 2007).

Regional Economic Profiles and Market Analysis

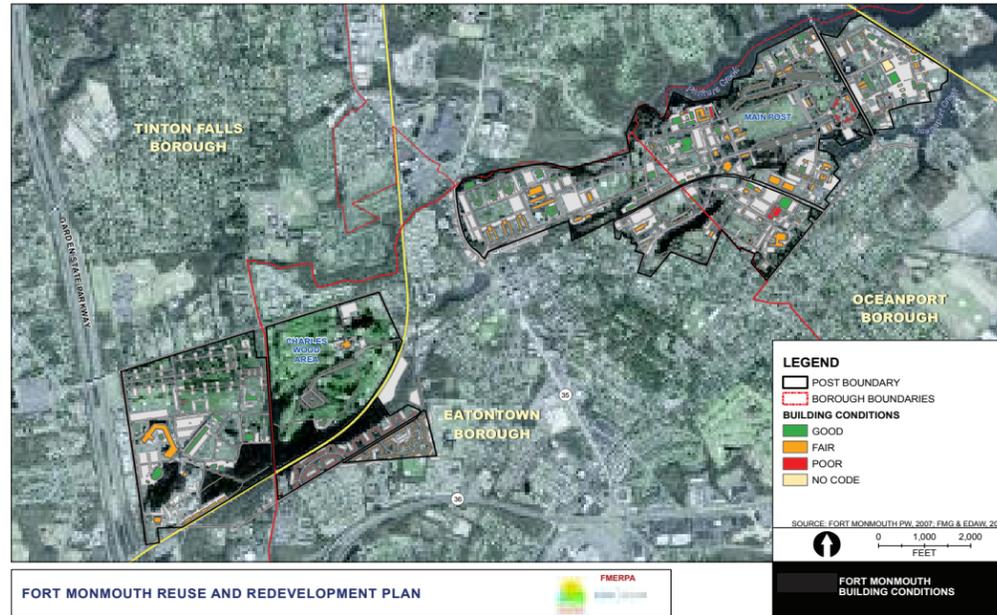
The purpose of providing Regional Economic Profiles and a Market Analysis was to obtain an initial understanding of market trends, both past and present. Analyses included in this report include a Demographic/Socio-Economic Analysis, Market Analysis, Institutional and Government Uses Analysis, and Short Term and Enhanced Use Leasing Analysis. In addition, a market conditions report was submitted to FMERPA in September 2007, with the Existing Conditions Technical Memorandum.



June 12th Public Presentation

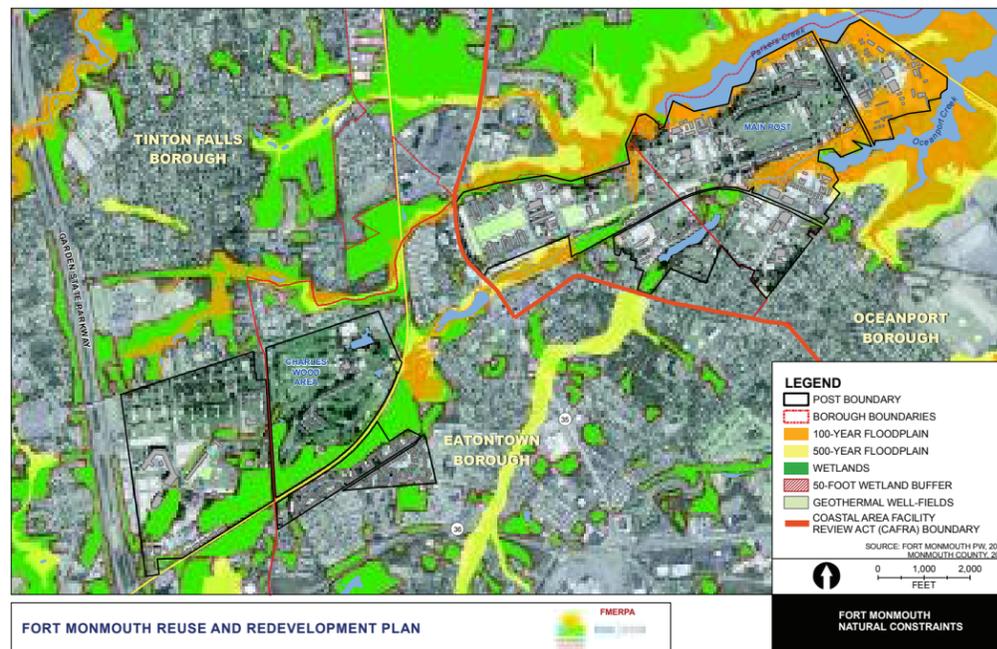


Public Workshop



Facilities and Conditions

Source: EDAW, 2007



Environmental Conditions

Source: EDAW, 2007

Site Inventory and Analysis

The Site Inventory and Analysis stage included a review of existing technical reports, architectural and utility infrastructure plans, and environmental issues. Primary and secondary research supplemented by field reconnaissance and interviews with fort personnel were the tools employed to complete this task. Various components reviewed include facilities and existing land use patterns and cultural and historic resources.

The existing conditions of the transportation resources were documented within the Technical Memoranda (September 2007). An understanding of these baseline conditions was necessary to determine a Transportation Plan, as exhibited in this document.

Overview

The business recruitment strategy identifies target industry clusters within Governor Corzine’s strategic focus on biotechnology, nanotechnology, information and communications, and “clean tech” that best fit the strengths of the Fort Monmouth region, and identifies specific marketing, regulatory, and development initiatives that can be undertaken in order to attract new businesses to the Fort Monmouth site. In the long-run, the strategic plan aims to create a diverse and robust technology center at Fort Monmouth that creates jobs in high-growth industries within a mixed-use campus that serves both employees and new residents. This report is summarized in Chapter 8 of this Plan and is available separately as the full report “Fort Monmouth Economic Revitalization Strategy”, dated August 12, 2008.

Methodology

The business recruitment strategy was informed by stakeholder interviews, analysis of economic and business trends in the region, and prior studies conducted by the State. Several key areas received specific focus and attention to a few key categories that support industry development.

Investment Capital

New Jersey venture capital investment was concentrated predominantly in Information Communications Technologies (ICT) and Bioscience companies. Venture capital investment in New Jersey was split amongst 19 deals, with 63 percent of the deals and 40 percent of the funding allocated to ICT companies, primarily represented by software and IT services companies. Bioscience companies, which include biotechnology and medical device and equipment companies, represented 32 percent of the deals and 56 percent of the venture capital funding distributed within New Jersey during 2Q 08.

Human Capital

Labor data identified industry sectors for which New Jersey’s labor force displays a comparative advantage relative to the US. The ICT sectors have a significant concentration of employees and capture a large share of venture capital investment. As such, ICT companies would form a strong basis for a tech park at Fort Monmouth. Ancillary sectors such as biotechnology, medical devices and equipment, and industrial/ energy companies could support the ICT core.

Institutional Capital

Institutional capital refers to the key research institutions and the geographic dispersion of venture capital investment to identify potential opportunities for the redevelopment of Fort Monmouth to complement strengths of existing clusters. Investment capital for target industries and state research institutions are clustered around New Brunswick, NYC, and Philadelphia/Camden. The Garden State Parkway is an important corridor for Fort Monmouth, providing connections to New Brunswick to the west and the Federal Aviation Administration’s William Hughes Technology Center to the south.

Strategy

A Tech Center at Fort Monmouth should have ICT at its core with ancillary bioscience and energy companies that specialize in applications that cross-over with ICT. The

ICT sector includes software, telecommunications, networking equipment, IT services, media / entertainment, and computers / peripherals companies. Moreover, in order to build a technology center that encompasses a diverse range of industry sectors, Fort Monmouth should attract companies within ancillary industries that converge with ICT. For example:

- Bioscience companies that converge with ICT could include biomedical informatics, systems biology, biomedical imaging, and online health services.
- Energy companies that converge with ICT would primarily focus on improving efficiency of energy use, as opposed to energy production, and could include environmental modeling and software, environmental control systems, power grid management, and more energy-efficient ICT systems.

Site Requirements

Stakeholder interviews and industry research suggests that, in order to develop a ICT-focused technology park at Fort Monmouth, conditions must be met, including broadband or fiber telecom infrastructure, flexible office and common spaces, networking and educational sessions (i.e. lunch and learns), sophisticated labs (including wetlab), 24-hour access and security. Additionally, the following amenities are provided by some of the leading technology parks: mixed-uses on-site, cultural and educational amenities, space for post-incubator companies, clean room, alternative energy source, and strong public transportation options.

Recommendations

Seven principles will help guide the strategic business recruitment initiatives at Fort Monmouth, with supporting short, medium, and long-term suggested actions:

- Cultivate cross-industry collaboration -- Target a diversity of ICT-convergent companies while building scale so that in the future the region can have the capacity to become an ICT cluster.
- Short term: Identify and reach out to early-stage companies at intersection of ICT, bioscience and energy.
- Mid-term: Coordinate with geothermal and biomass energy experts locally to create university-private sector energy partnership.

- Long-term: Create mixed-use tech center with office, retail, housing, and hospitality; build-out geothermal and biomass R&D and generation capabilities.
- State-level Commitment: The State should support development with a Governor's office-level commitment and support all components of the ICT industry life-cycle, including higher education, incubation facilities, and companies of all sizes.
- Short-term: Make Fort Monmouth ICT Center part of the Governor's Economic Growth Strategy.
- Mid-term: Establish "Governors Action Team" that acts as a sales force for New Jersey; Ensure ICT Center director reports directly to Governors office.
- Long-term: Increase state investment in higher education, especially in programs that support core and target sectors.
- Streamline Regulations: Development permits should be reviewed and approved within a prioritized and consistent time frame.
- Short-term: Implement process that allows for concurrent as opposed to sequential permitting at Fort Monmouth.
- Mid-term: Guarantee permit approval within as little as 30 days for high value targeted companies
- Long-term: Create statewide plan for expediting permitting process that builds on Fort Monmouth model.
- Marketing: Tech center leadership should include individuals that are skilled in industry research, business strategy, networking, and political strategy.
- Short-term: Be active in ICT-related professional societies; Engage ICT anchors to recruit small firms.
- Mid-term: Program university tech transfer and commercialization offices on-site.

- Long-term: Work with universities to develop relationships with international universities with strong technical programs in targeted industries.
- Strategic Business Recruitment: Target companies at all scales and include the largest companies that are easy to identify yet hard to move, to start-ups that are more nimble but hard to find.
- Short-term: Track VC investment trends (VenturXpert, Venture Source) & meet regularly with investors.
- Mid-term: Designate Tech Center leadership with strong political, business, networking, and research skills.
- Long-term: Monitor VC investment trends in and around New Jersey on on-going basis; Adjust business recruitment strategy to take into account investment trends.
- Sustainability: The Tech Park should strive to achieve efficiencies in materials re-use, energy use, water management, and operations.
- Short-term: Incorporate sustainability into urban design plan for Fort Monmouth.
- Mid-term: Recycle construction waste, building and road materials.
- Long-term: Require LEED-certification for new buildings; Create renewable energy sources on site (potentially geothermal).
- Incentives: Incentives need to be strong enough to overcome regulatory challenges and should assist companies of all sizes, from start-up to multi-national.
- Short-term: Hold focus groups with targeted companies; Use applications of targeted companies in public sector operations.
- Mid-term: Tax credits for angel investors; Structured financing for strategic projects; Refundable or transferable investment tax credits.

- Long-term: Designate Fort Monmouth an Innovation Zone; Create discretionary budget allocation for business recruitment.

The business recruitment strategy identifies target industry clusters within Governor Corzine's strategic focus on biotechnology, nanotechnology, information and communications, and "clean tech" that best fit the strengths of the Fort Monmouth region, and identifies specific marketing, regulatory, and development initiatives that can be undertaken in order to attract new businesses to the Fort Monmouth site. In the long-run, the strategic plan aims to create a diverse and robust technology center at Fort Monmouth that creates jobs in high-growth industries within a mixed-use campus that serves both employees and new residents. This report is summarized in the Chapter 8 of this Plan and available separately as the full report "Fort Monmouth Economic Revitalization Strategy", dated August 12, 2008.

Development of Alternatives

After the planning team had the opportunity to listen and learn from the public, four Land Use Concepts were produced and presented to FMERPA in September 2007. These concepts were then formulated into two Preliminary Concepts that were presented to FMERPA in November 2007. After much feedback and discussion, the Preliminary Plan was completed and presented to the public in May 2008 and the Draft Plan was released and presented to the public in July 2007.

Public Outreach

The public outreach process is a continuous and iterative process that started with the initiation of the project and does not end until 2011, when the Army vacates Fort Monmouth and the land is transferred to FMERPA or another entity. Although continuous and ever evolving, the major steps of the public outreach process included the various public meetings held throughout the planning effort. The first public meeting occurred on June 12, 2007, where the planning team and overall planning process and purpose were presented. The second public outreach milestone involved a series of meetings held in each of

the host communities, Tinton Falls, Eatontown, Oceanport, and Monmouth County. These meetings were led by A. Nelessen and Associates, who implemented their Visual Preference Survey (VPS) and led interactive charrettes where the public used a hands-on approach to providing their input on what they would like to see happen at Fort Monmouth. After all of the data was compiled and synthesized, the VPS results were presented to the public in October 2007.

The results of this process are detailed in the Fort Monmouth Visioning Report.

An additional public meeting was held after the Draft Final Plan was released. The Final Plan will be announced and presented at the August 27 FMERPA Board meeting. A final public presentation is also being contemplated.

2.2 Community Engagement Process

The Community Engagement Process was guided by a Public Participation and Public Outreach Strategy developed by the EDAW planning team. The public outreach strategy for Fort Monmouth comprises four main topics, including the following:

- Branding/ Image Development
- Media Relations
- Public Meetings and Outreach
- FMERPA Website

The overall intent of the public outreach strategy is three-fold: (1) to maximize public exposure to the Fort Monmouth redevelopment planning effort, (2) to encourage input at all levels and throughout the planning process, and (3) to enhance both internal and external communication in an open and transparent process that meets all State and local regulations for public input and participation for community-based planning projects in the State of New Jersey.

Branding/Image Development

To establish consistency in communication and to promote and enhance public awareness about Fort Monmouth, a logo (at right) and tag line were developed that could be used on all documents and materials associated with the Redevelopment Plan.



Media Relations

Involvement by local, state and national media in the reuse planning effort is critical to furthering exposure of the Fort, its considerable assets and the long-term potential for reuse. Media involvement included: editors at local (Monmouth County) and state (New Jersey, New York, Pennsylvania) newspapers, TV (commercial and cable) and radio stations.

A press briefing was held in order to capture media attendance at the outset of the project and engage specific editors to follow and report on the project over its lifetime. This briefing was held as a breakfast event at Gibbs Hall on June 4, 2007 from 9:00 to 11:00 A.M. During this event, FMERPA and EDAW presented project specifics including qualifications of the EDAW team, goals and objectives, and schedule and emphasized the importance of obtaining input from the public.

Public Meetings and Outreach

A third critical aspect of the public relations strategy for the Plan is the opportunity through community meetings and workshops for the planning team to share planning information and to allow public input as the Plan develops. This public input process was established initially in the proposal process by the EDAW team and subsequently refined by FMERPA, Reichman Frankle, Inc., and other key stakeholders at the early stages of the project. Formal public meetings were conducted at Plan milestone completion and included: a formal Kick-Off meeting (June 12, 2007), community charrettes (June 18, 19, 21, and 25, 2007), VPS results presentation (October 16, 2007), Existing Conditions and Preliminary Plan presentation (March 2008), Community Planning Board Presentations (April 21, 23, and 30, 2008), Draft Plan presentations to each Tinton Falls, Eatontown, and Oceanport (July 21, 23, and 29, 2008), FMERPA Board Briefing (August 20, 2008) and a Final Plan presentation (August 27, 2008).

VPS and Visioning Process

Significant public input was obtained early in the planning process through a unique visioning process led by A. Nelessen Associates. Over the course of four meetings in June 2007, a series of community workshops/charrettes were held in Eatontown, Oceanport, Tinton Falls, and Freehold. A variety of information was collected using Visual Preference Surveys (VPS), questionnaires, and "hands on" drawing exercises.

The results of the visioning process were analyzed by (1) studying the highest rated images of the VPS, (2) synthesizing the Vision Translation exercises into a series of maps, and (3) highlighting responses to critical questions asked in the survey across municipalities. The results of the visioning process served a central role in moving the planning process forward with public input providing the key information for formulating a baseline Plan.

Additional Public Meetings

In addition to the public meetings held to convey results of the Plan as developed, FMERPA has held monthly board meetings open to the public to discuss the other ongoing planning and redevelopment issues as they arise throughout the redevelopment process. In addition, a number of Advisory Committees have been formed to address specific planning and redevelopment subjects through and continuing beyond the planning timeframe. These regularly scheduled committee meetings are also open to the public and allow for comment and public input in the planning project on a specific topic-by-topic basis.

The Advisory Committees established by FMERPA include:

- Commercial Industry
- Education Consortium
- Emergency Services
- Environmental
- Historical
- Infrastructure
- Planning/Development
- Public Input
- Social Services
- Transportation
- Veteran Affairs



Eatontown Charrette



June 12 public meeting

FMERPA Website

A particularly important aspect of a public outreach strategy in today's digital age is the project website. This website provides a number of helpful outreach features including:

- descriptive information on the project in general;
- advertisements and public notices of all project meetings and events;
- access to survey forms, questionnaires, comment forms and other information solicited from the public during the planning period;
- a repository for all planning products and reports, presentations, or other documentation developed over the course of the project by FMERPA, the consultant team, and other key stakeholders involved; and
- an easily accessible forum that allows the public to ask questions and allows FMERPA to post responses for others to view.

2.3 Plan Objectives and Planning Principles

The objective of the planning process is to create a framework model for a Reuse and Redevelopment Plan that creates a sustainable technology community and promotes Governor Corzine's Economic Initiatives (GEI). Seven criteria that must be met in order to promote this objective have been identified. As such, it has been determined that the Reuse Plan must:

- Promote the Technology Corridor Initiative;
- Be consistent with State, County, and Municipal planning policies;
- Focus on business retention and attraction, job replacement, and employee training;
- Be founded on market and economic analysis;
- Address homeless, COAH, and workforce housing needs;
- Leverage Fort assets (people, infrastructure, location); and
- Be a green community model.

After obtaining the bulk of community input via workshops and charrettes and conducting the majority of stakeholder interviews and site conditions research and analysis, seven basic planning principles were identified and implemented to guide the development of the Reuse Plan.

The Planning Principles from which the Preliminary Concepts were developed are:

Principle # 1:

Decreasing Density West to East & Create Mixed-Use Live/Work/Leisure Centers

Principle # 2:

Link centers & increase mobility with connected transit infrastructure serving the region and the Fort

Principle # 3:

Enhance auto mobility and redevelopment capacity with targeted roadway infrastructure improvements

Principle # 4:

Combine open space, habitat, and water resources to establish a continuous Blue – Green belt

Principle # 5:

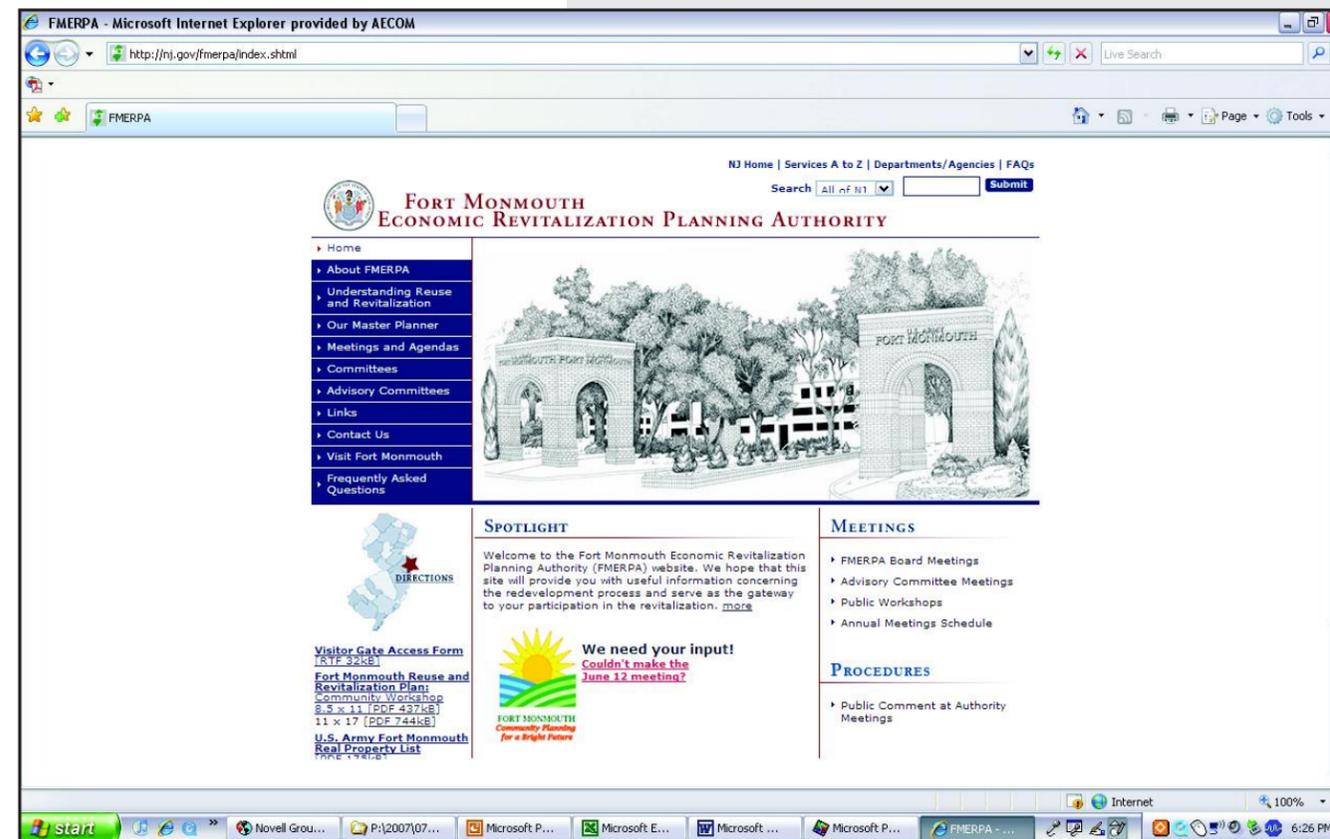
Utilize the Blue – Green belt as an armature for enhanced bicycle and pedestrian mobility throughout the Fort

Principle # 6:

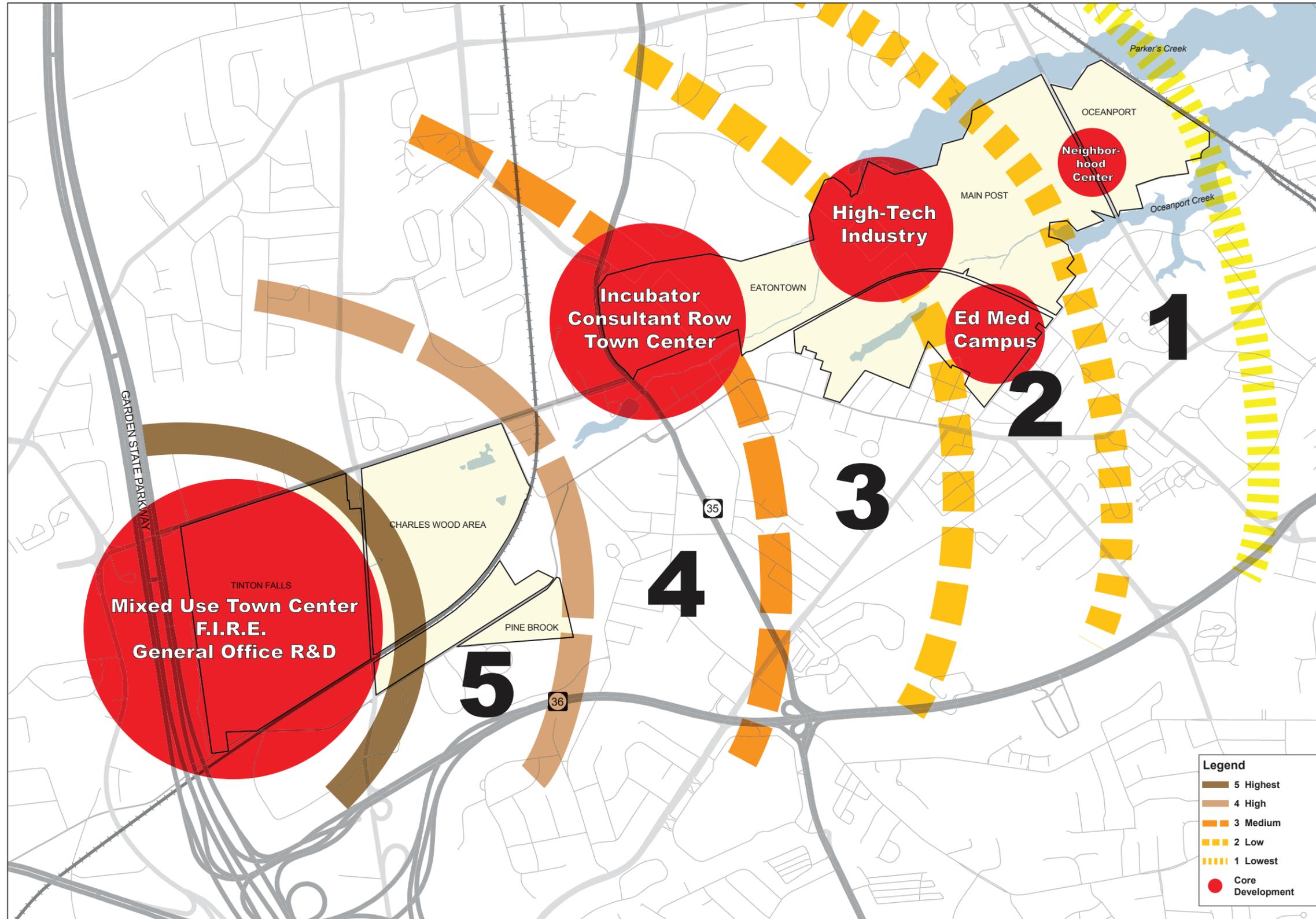
Remove Fort boundaries & extend existing land uses to reconnect the Fort to the communities

Principle # 7:

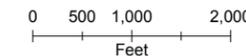
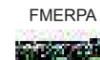
Leverage existing Fort Monmouth assets (People, Buildings, Technology, and Infrastructure)



<http://www.nj.gov/fmerpa>



FORT MONMOUTH CONCEPT DIAGRAM : DENSITY TRANSECT



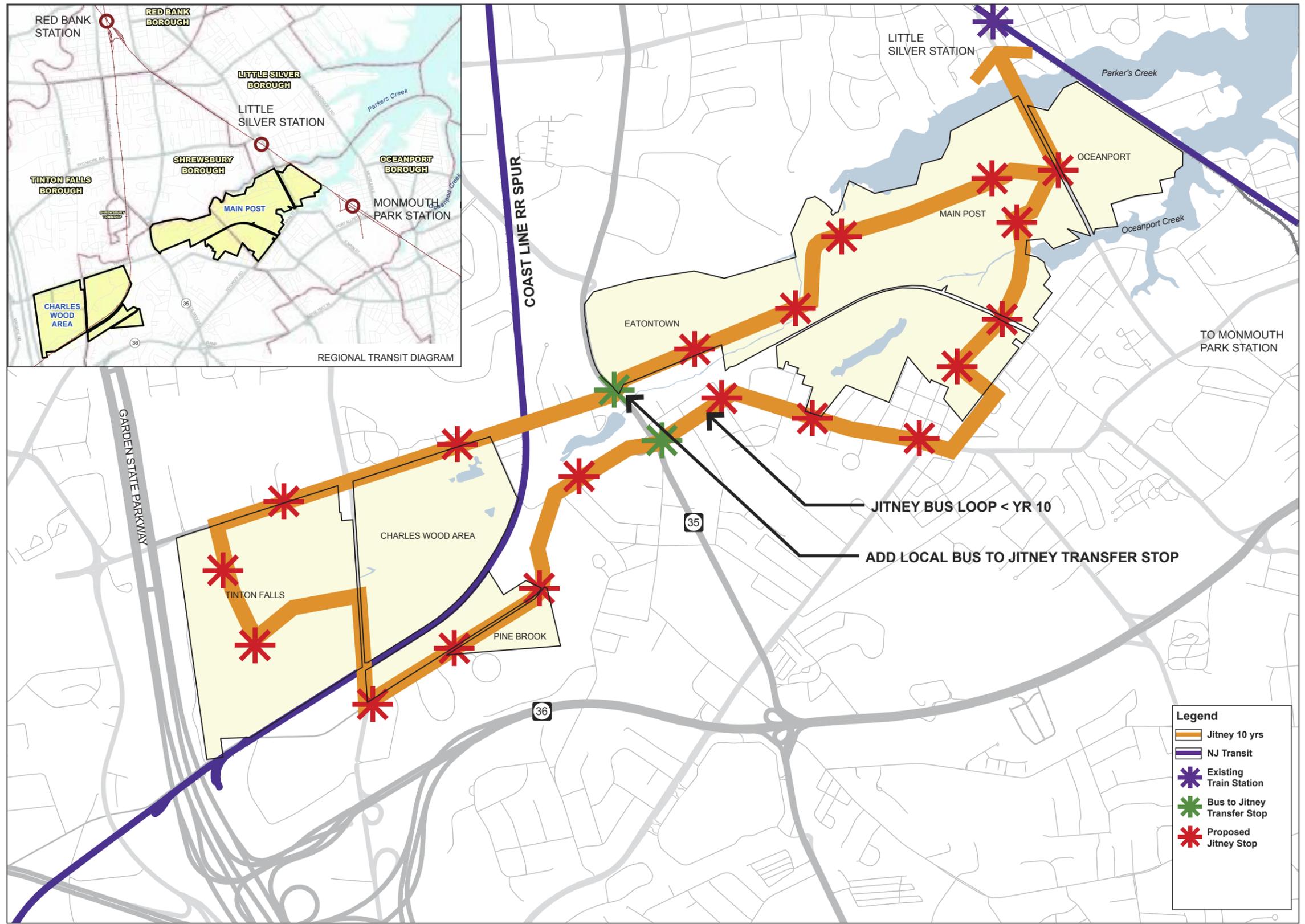
Principle # 1: Decreasing Density West to East & Create Mixed-Use Live/Work/Leisure Centers

A review of the current support network revealed that existing roadway capacity and infrastructure best support higher density reuse and redevelopment adjacent to the Garden State Parkway (GSP). Taken in conjunction with the increasing sensitivity of environmental resources progressing eastward from the Charles Wood Area to the Main Post, a reduction in overall net density from the west to the east was deemed most appropriate.

Analysis of the property, existing structures, susceptibility to change, and the real estate market further suggest that up to five “centers” decreasing in density from west to east are appropriate. Each of the five centers is recommended to contain a mix of uses and be configured as clusters with higher density than conventional development that currently exists around the Fort. The highest density development, likely to include a major employment and mixed-use center, is most appropriate adjacent to the GSP in Tinton Falls. A medium density regional mixed-use “Municipal Incubator Town Center” located at the intersection of Route 35 and Tinton Avenue in Eatontown provides the opportunity to create the redevelopment’s “lifestyle” center.

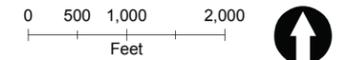
Located around the reuse of the McAfee Center, a High Technology-Green Industry Cluster is proposed. The “flex-space” should be designed to meet the needs of nano-technology, biotechnology, and emerging renewable and alternative energy companies.

A small mixed-use waterfront, municipal center catering to residents and tourists is an appropriate use for the lowest density node flanking Oceanport Boulevard in Oceanport. The final cluster of development fronts Main Street and is proposed as a mixed-use neighborhood anchored by the reuse of the Patterson Army Health Clinic or construction of a new medical clinic. Approximately 15 acres are reserved for future municipal educational needs.



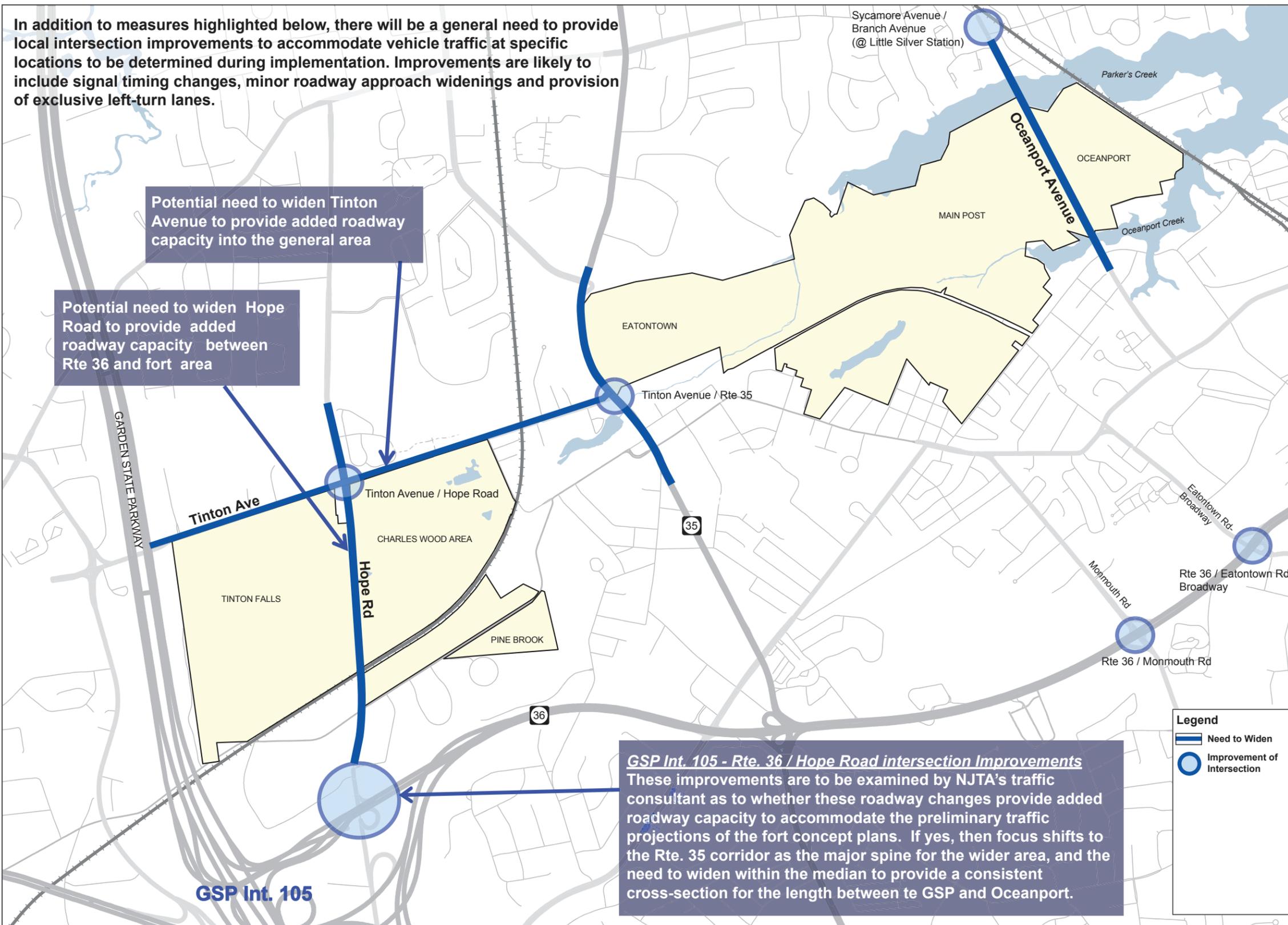
FORT MONMOUTH CONCEPT DIAGRAM : PROPOSED MASS TRANSIT

FMRPA



Principle # 2: Link centers & increase mobility with connected transit infrastructure serving the region and the Fort

The addition of alternative modes of transportation including bus, jitney, bicycle and pedestrian modes are cited as a significant enhancement to redevelopment by developers and the public during the Visual Preference Survey. The provision of alternative modes of transportation is a basic principle of Smart Growth and Transit Oriented Development (TOD). A transit loop for jitney buses or bus rapid transit would provide a valuable connection to both the proposed redevelopment "centers" and adjacent existing municipal centers, further stimulating the redevelopment area's vitality. A redevelopment pattern that promotes live, learn, work and play should be supplemented by an extensive system of bikeways, pedestrian trails, and sidewalks to enhance walkability and reduce automobile dependence for short trips.



Principle # 3: Enhance auto mobility and redevelopment capacity with targeted roadway infrastructure improvements

The current internal roadway system is sufficient for its current purpose, to support the on-base population; however, once the base is opened to the public and new uses and communities are introduced, the roadway system would require improvement to support the proposed redevelopment.

Auto mobility can be enhanced through the improvement of roadways and better roadway connections. A simple and necessary improvement includes taking down the gates and security barriers, which would immediately open up streets that dead end at the Fort's perimeter. Not only would this provide internal roadway improvement, but it would improve external movement as well.

Offsite roadways currently operate at poor levels of service during the morning and evening peak hours. Significant intersection improvements, including at Hope Road and Route 36, would be required to facilitate full redevelopment at Fort Monmouth. Refer to Section 3.5 for additional information.

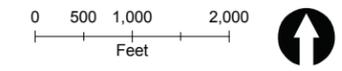
FORT MONMOUTH CONCEPT DIAGRAM : PRELIMINARY TRAFFIC IMPROVEMENT  0 500 1,000 2,000 Feet 



Principle # 4: Combine open space, habitat, and water resources to establish a continuous Blue-Green Belt

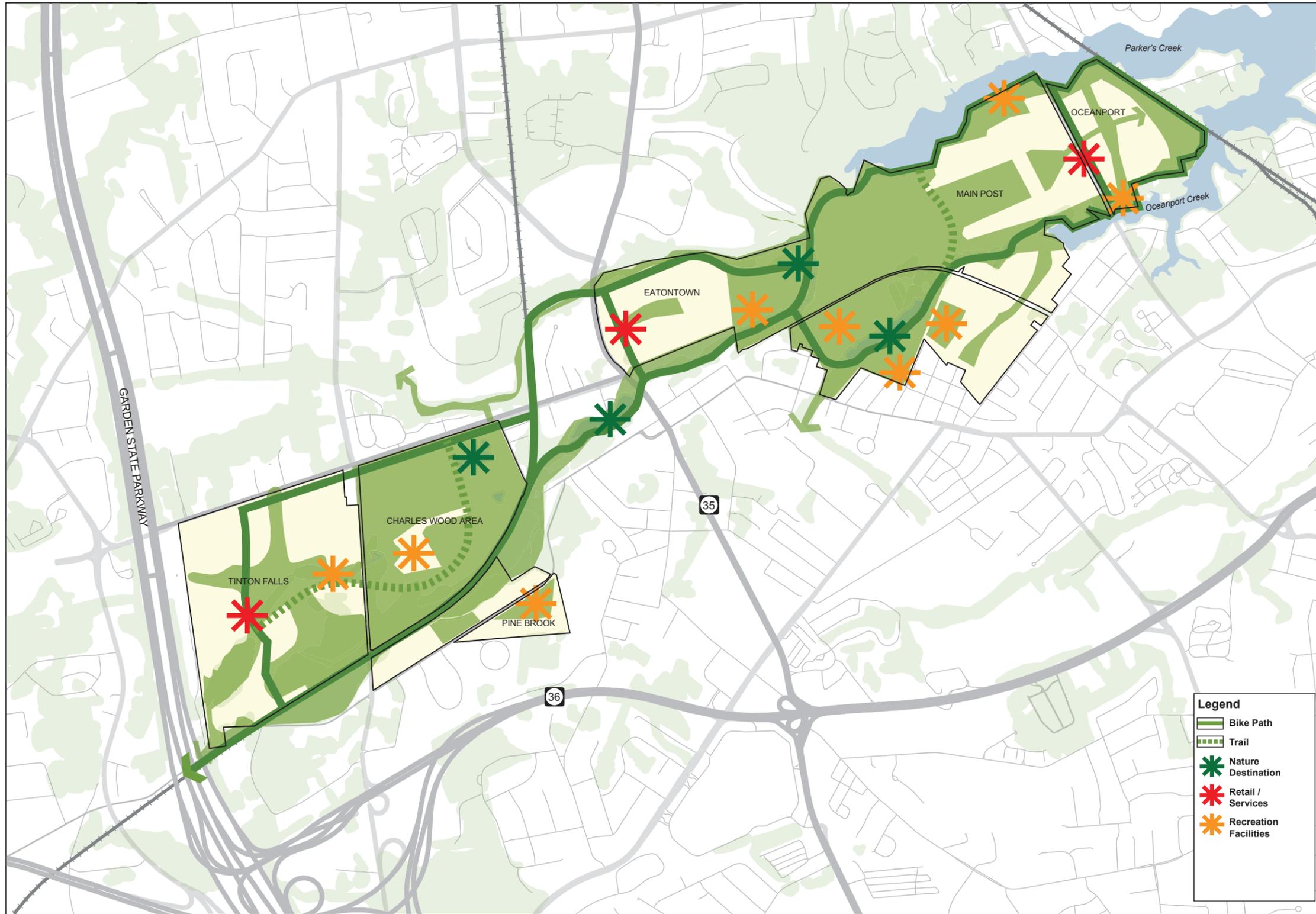
The redevelopment of Fort Monmouth would be undertaken in a manner that establishes the Fort as a model for sustainable development: economic, social, and environmental. Essential to this outcome is the protection and enhancement of environmentally sensitive areas of the site including wetlands, watercourses, and habitats. A "Blue-Green" Belt is proposed to establish regulatory buffers; interconnect Parker's Creek and Oceanport Creek hydrology and habitats; provide for green infrastructure; and establish a system of interconnected bicycle/pedestrian trails linking all open space, recreation areas, and development centers.

FORT MONMOUTH CONCEPT DIAGRAM : BLUE / GREEN BELT



Legend

- █ Blue Belt
- █ Green Belt
- █ Existing Green Space
- ↔ Extended Blue Belt
- ↔ Extended Green Belt



Principle # 5: Utilize the Blue-Green Belt as an armature for enhanced bicycle and pedestrian mobility throughout the Fort

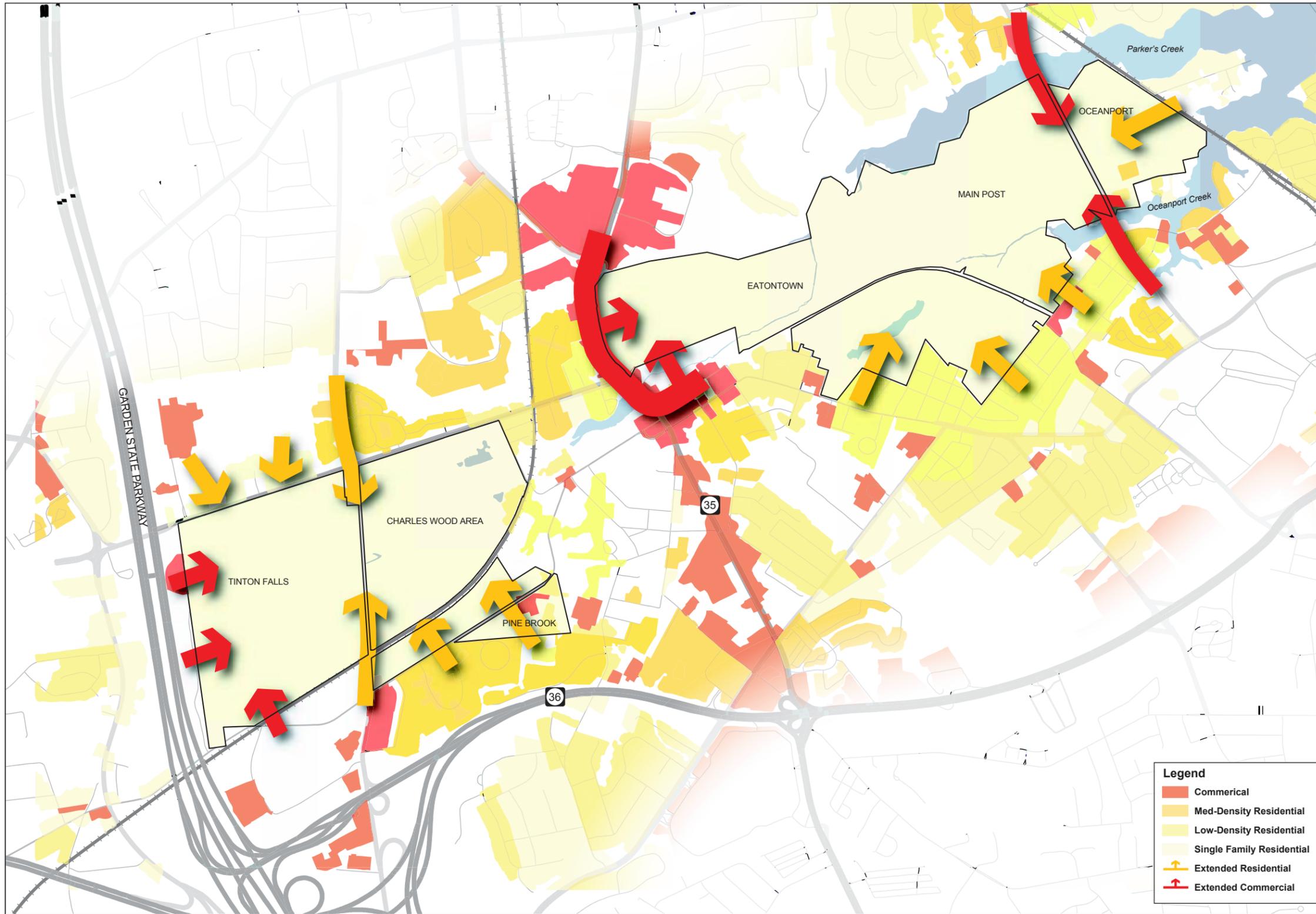
Essential to any community founded on sustainable development principles is the integration of environmental resources into everyday life, making them readily accessible to the public. Building on and improving the Blue-Green belt concept, this system should include trails and open areas for use by the public as both a commuting option and an everyday amenity.

Although several trails are located throughout Fort Monmouth, they are not connected, both internally and externally. Providing proper connections and access points would enable both residents and employees of the area to use this resource as a transportation alternative, significantly enhancing mobility and promoting the live-work-play way of life. Redevelopment of Fort Monmouth should be exemplary in regard to creating vibrant neighborhoods where residents and visitors are encouraged to walk or bicycle between home and work and work and entertainment.

FORT MONMOUTH CONCEPT DIAGRAM : BIKE AND PEDESTRIAN PATH

FMRPA

0 500 1,000 2,000 Feet



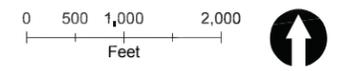
Principle # 6: Remove Fort boundaries & extend existing land uses to reconnect the Fort to the communities

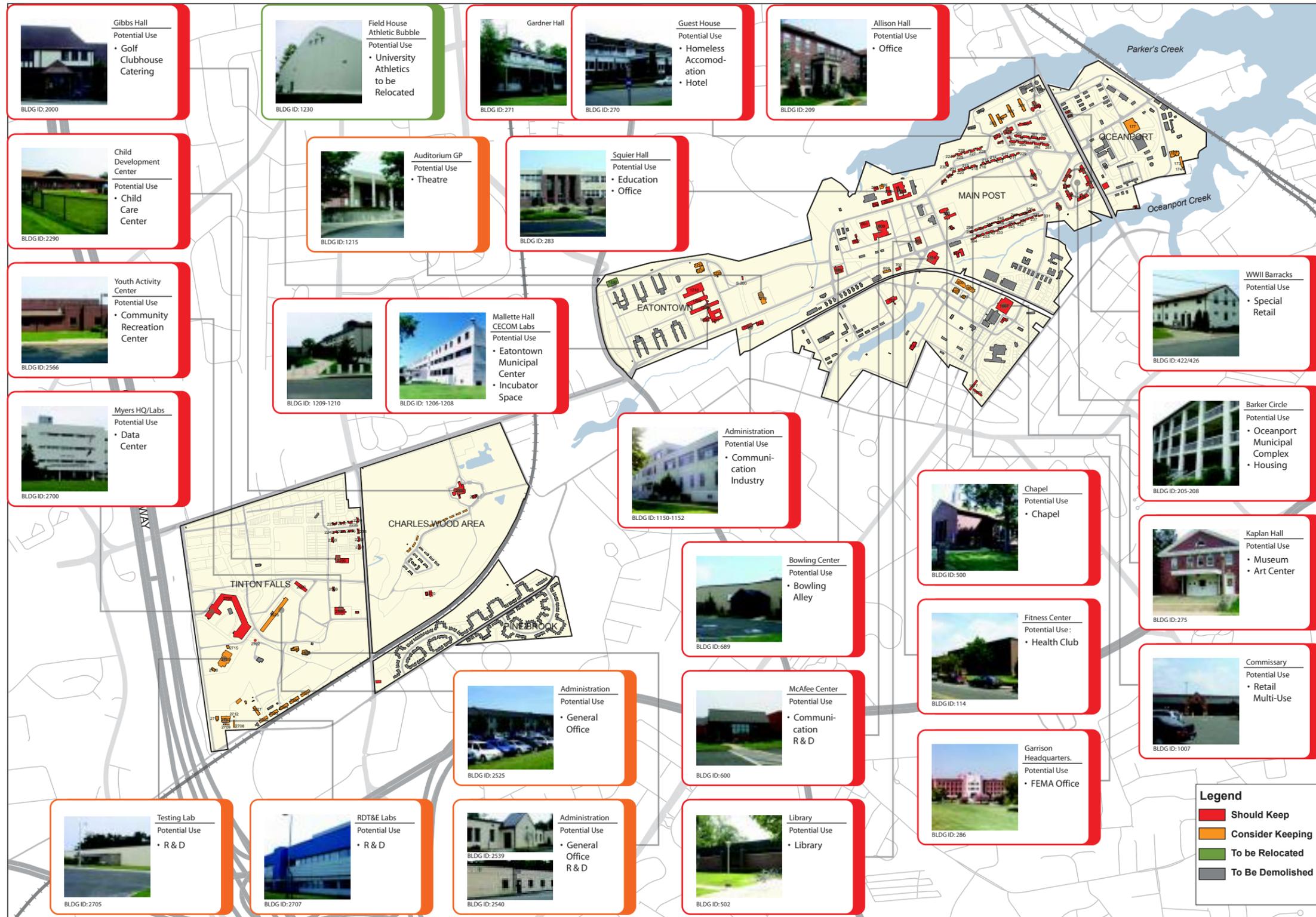
The gated and fenced Fort has presented barriers to movement in all directions. All gates and fences should be removed and the Fort opened to the public. Early in the redevelopment process, existing streets and adjacent land uses should be extended into the Fort to reconnect the host communities of Tinton Falls, Eatontown, and Oceanport and the adjacent communities of Shrewsbury and Little Silver.

Creating a seamless land use integration between the community and the Fort is of primary importance. The proposed extension of adjacent land uses and existing streets into the Fort would improve mobility while providing public access to the Fort's amenities.

FORT MONMOUTH CONCEPT DIAGRAM : BLUR BOUNDARY/ EXTEND LAND USE

FMERPA
AECOM





Principle # 7: Leverage existing Fort Monmouth assets (People, Buildings, Technology, and Infrastructure)

Many valuable assets already exist at Fort Monmouth and their retention and enhancement should be leveraged to promote successful redevelopment. Many existing facilities possess cultural value, such as historic structures and memorials, or physical value, such as high-tech systems that should be retained. Several buildings and housing areas show a unique historic character and, although not all historic facilities are suitable for reuse. Their significance should be retold in some form of mitigation such as educational showpieces.

As a result of Fort Monmouth's communications mission, many of the facilities contain high tech infrastructure and spaces that are too valuable to simply dispose of them. These facilities possess great value to the redevelopment market, specifically high tech industry, research and development companies, or flexible incubator space that provides excellent connectivity. Additionally, the skilled workforce that powered Fort Monmouth should be leveraged to the greatest extent possible. Although many would move with the mission to Aberdeen, many would stay behind as a result of retirement or personal choice.

Extensive infrastructure extends throughout the reuse areas, including typical utility connections as well as fiber and valuable geothermal wellfields and associated connections. Additional assets include the variety of monuments and memorials located throughout the Fort. These structures serve as a reminder of the base's and country's history and have the potential to serve as placemakers and cultural and educational showpieces.

FORT MONMOUTH CONCEPT DIAGRAM : BUILDING RE-USE PLAN

