



Fort Ord Reuse Authority

920 2nd Avenue, Suite A, Marina, CA 93933
Phone: (831) 883-3672 • Fax: (831) 883-3675 • www.fora.org

ADMINISTRATIVE COMMITTEE MEETING

8:15 A.M. WEDNESDAY, JUNE 5, 2013

920 2nd Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

AGENDA

1. **CALL TO ORDER AT 8:15 AM**
2. **PLEDGE OF ALLEGIANCE**
3. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**
 - a. Base Reuse Plan Reassessment Report American Planning Association Best Practices Award of Merit
4. **PUBLIC COMMENT PERIOD:**

Members of the public wishing to address the Fort Ord Reuse Authority (FORA) Administrative Committee on matters that are not on this agenda, but are within FORA's jurisdiction, may comment for up to three minutes during this period. Public comments on specific agenda items are heard under that item.
5. **APPROVAL OF MEETING MINUTES**
 - a. May 15, 2013 Administrative Committee Minutes ACTION
6. **JUNE 21, 2013 BOARD MEETING AGENDA REVIEW** ACTION
7. **OLD BUSINESS**
 - a. Recommend Board Approval of FY 2013-14 Capital Improvement Program (CIP) ACTION
 - b. Habitat Conservation Plan (HCP) Update ACTION
 - i. Draft Implementing Agreement
 - ii. Draft Implementing Ordinance/Policy
 - iii. Draft JPA Agreement
8. **NEW BUSINESS**
 - a. Consider Cancellation of June 19, 2013 Administrative Committee Meeting ACTION
9. **ITEMS FROM MEMBERS**
10. **ADJOURNMENT**

NEXT SCHEDULED MEETING: July 2, 2013

*Information about items on this agenda or persons requesting disability related modifications and/or accommodations can contact the Deputy Clerk at: 831-883-3672 * 920 2nd Avenue, Suite A, Marina, CA 93933 by 5:00 p.m. one business day prior to the meeting. Agendas can also be found on the FORA website: www.fora.org.*



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ADMINISTRATIVE COMMITTEE MEETING

8:15 A.M. WEDNESDAY, MAY 15, 2013

920 2nd Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

MINUTES

1. CALL TO ORDER

Co-Chair Houlemard called the meeting to order at 8:20 a.m. The following were present, as indicated by signatures on the roll sheet:

Carl Holm, County of Monterey*
Elizabeth Caraker, City of Monterey*
Layne Long, City of Marina*
Diana Ingersoll, City of Seaside*
Debby Platt, City of Marina
Graham Bice, UCSC
Vicki Nakamura, MPC
Mike Gallant, MST
Anya Spear, CSUMB

Kathleen Lee, Sup. Potter's Office
Patrick Breen, MCWD
Andy Sterbenz, MCWD
Brian Lee, MCWD
Bob Schaffer
Sid Williams, UVC
Scott Hilk, MCP
Kathleen Lee, Supervisor Potter

FORA Staff:
Michael Houlemard
Steve Endsley
Jim Arnold
Crissy Maras
Jonathan Garcia
Lena Spilman

* Voting Members

2. PLEDGE OF ALLEGIANCE

Andy Sterbenz led the Pledge of Allegiance.

3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Anya Spear announced that CSUMB would hold its spring commencement ceremony on Saturday, May 18, 2013.

4. PUBLIC COMMENT PERIOD

None

5. APPROVAL OF MEETING MINUTES

- a. **May 1, 2013 Administrative Committee Minutes**
- b. **May 8, 2013 Administrative Committee Minutes**

MOTION: Elizabeth Caraker moved, seconded by Carl Holm, to approve the May 1, 2013 and May 8, 2013 Administrative Committee minutes.

MOTION PASSED: unanimous.

6. May 10, 2013 BOARD MEETING FOLLOW-UP

a. **CIP Budget Implications of Formulaic Fee Decision**

Assistant Executive Officer Steve Endsley discussed the Board's May 10, 2013 action to approve the formulaic approach to the development fee. He noted that the Board approved fee would be automatically indexed on July 1, per the Community Facilities District enabling legislation.

7. OLD BUSINESS

a. **2013/14 Capital Improvement Program**

The Committee discussed the draft June 21, 2013 Board staff report included in the packet. Diana Ingersoll requested the staff report include information on the current status of the Eastside Parkway

project and the Committee unanimously recommended to the Board that the Eastside Parkway project continue to be FORA's top transportation priority.

Mr. Endsley provided an overview of the FY 2013-14 CIP budget. TAMC requested, and the Committee agreed, to move the Hwy 68 operational improvements from FY 2018-19 to FY 2013-14.

Co-Chair Houlemard suggested the Committee consider holding a CIP workshop to provide additional time to focus on the specifics of the CIP budget outside of a regular Administrative Committee meeting. The Committee agreed and recommended that the workshop take place in July or August. The Committee also directed staff to schedule the June 5, 2013 Committee meeting from 8:15 a.m. to 11:00 a.m. to provide for additional review of the full CIP package.

8. ITEMS FROM MEMBERS

None.

9. ADJOURNMENT

Co-Chair Houlemard adjourned the meeting at 10:00 a.m.

*Minutes Prepared by:
Lena Spilman, Deputy Clerk*

Approved by:

Michael A. Houlemard, Jr., Executive Officer

- START -

**DRAFT
BOARD PACKET**



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BOARD OF DIRECTORS SPECIAL MEETING Friday, June 21, 2013 at 2:00 p.m. 910 2nd Avenue, Marina, CA 93933 (Carpenter's Union Hall)

AGENDA

1. CALL TO ORDER AND ROLL CALL

2. LEGISLATIVE SESSION

PRESENTATIONS

- a. Congressman Sam Farr – 20th Congressional District
- b. Senator Bill Monning – 17th State Senate District
- c. Assemblymember Stone – 29th State Assembly District
- d. Senator Anthony Canella – 12th State Senate District

3. CLOSED SESSION *(closed session will begin at the later of: a) 3:00 p.m. or b) immediately following the Legislative Session)*

- a. Conference with Legal Counsel - Existing Litigation, Gov Code 54956.9(a) – Four Cases
 - i. Keep Fort Ord Wild v. Fort Ord Reuse Authority, Case Numbers: M114961, M116438, M119217
 - ii. Bogan v. Houlemard, Case Number: M122980
 - iii. The City of Marina v. Fort Ord Reuse Authority, Case Number: M118566
- b. Public Employee Performance Evaluation – Executive Officer (Gov Code 54957)

4. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

5. PLEDGE OF ALLEGIANCE

6. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

- a. American Planning Association Best Practices Award of Merit - Base Reuse Plan Reassessment

7. CONSENT AGENDA

- a. Approval of the May 10, 2013 Board Meeting Minutes ACTION
- b. Economic and Planning Systems Contract Amendment #7 ACTION

8. NEW BUSINESS

- a. Preston Park FY 2013/14 Budget INFORMATION/ACTION

9. OLD BUSINESS

- a. FY 2013-14 Capital Improvement Program ACTION
- b. FORA FY 2013-14 Preliminary Budget – Consider Adoption ACTION
- c. Base Reuse Plan Post-Reassessment Follow-Up
 - i. Receive Report from Post-Reassessment Advisory Committee (PRAC) INFORMATION
 - ii. Consider PRAC “Category IV” Approach Recommendation and Proposal for September Board Workshop ACTION

10. PUBLIC COMMENT PERIOD

Members of the public wishing to address the Fort Ord Reuse Authority (FORA) Executive Committee on matters that are not on this agenda, but are within FORA's jurisdiction, may comment for up to three minutes during this period. Public comments on specific agenda items are heard under that item.

11. EXECUTIVE OFFICER'S REPORT

- a. Fort Ord Reuse Authority Master Resolution
- b. Outstanding Receivables
- c. Habitat Conservation Plan Update
- d. Travel Report
- e. Administrative Committee
- f. Veterans Issues Advisory Committee
- g. Water and Wastewater Oversight Committee
- h. Public Correspondence to the Board

INFORMATION
INFORMATION
INFORMATION
INFORMATION
INFORMATION
INFORMATION
INFORMATION

12. ITEMS FROM MEMBERS

13. ADJOURNMENT

NEXT REGULAR BOARD MEETING: JULY 12, 2013

FORT ORD REUSE AUTHORITY BOARD REPORT
CONSENT AGENDA

Subject: Economic & Planning Systems Contract Amendment #7	
Meeting Date: June 21, 2013	ACTION
Agenda Number: 7b	

RECOMMENDATION(S):

- i. Approve FY 12-13 FORA Budget increase for Financial Consultant from \$87,500 to \$92,500.
- ii. Authorize the Executive Officer to execute contract amendment #7 with Economic and Planning Systems (EPS) for additional work completed during the Phase II Study formula calculation (**Attachment A**), not to exceed additional budget authority of \$5,000.

BACKGROUND/DISCUSSION:

The FORA Board approved EPS contract amendment #6 on March 22, 2013, which provided additional scope and budget for completion of additional CIP Review – Phase II study formula analysis and presentations, and HCP endowment certification requirements. EPS’s Phase II study work resulted in additional formula analyses and meeting coordination than originally anticipated. Staff is presenting this additional work in contract amendment #7 for Board consideration, which would increase EPS’s budget authority by \$5,000 for their CIP Review – Phase II study analysis.

FISCAL IMPACT:

Reviewed by FORA Controller _____

Approval of recommendations i. and ii. would increase FORA FY 12-13 Budget expenditures by \$5,000. The funding source for these expenditures is FORA CFD special tax collections.

COORDINATION:

Administrative Committee, Executive Committee, Authority Counsel, and EPS.

Prepared by _____ Reviewed by _____
Jonathan Garcia Steve Endsley

Approved by _____
Michael A. Houlemard, Jr.

Placeholder for Attachment A to Item 7b

Economic & Planning Systems Contract Amendment #7

This attachment will be distributed as soon as it is available.

FORT ORD REUSE AUTHORITY BOARD REPORT

NEW BUSINESS

Subject: Preston Park Fiscal Year ("FY") 2013/2014 Budget

Meeting Date: June 21, 2013

Agenda Number: 8a

ACTION

RECOMMENDATION(S):

1. Approve FY 2013/2014 Preston Park Housing Operating (**Attachment B**) and Capital Expenditure Budgets (**Attachment F**) to include funds for Capital Improvements and a 2.4% rent increase.
2. Approve FY 2013/2014 Preston Park Housing Operating (**Attachment C**) and Capital Expenditure Budgets to include funds for Capital Improvements without a rent increase.

BACKGROUND/DISCUSSION:

The staff has reviewed the Alliance Management Budget memo (**Attachment A**) on the Preston Park FY 2013/14 Operating Budget and Capital Improvement Program (CIP) Assessment and recommends approval of the Capital Replacement Program Budget and a rent increase, to restore the Capital Reserves. In the current year a number of Life and Safety Issues have occurred that will require unplanned use of funding from the property reserves (**Attachment G**). Additionally, previously approved projects have been rescheduled in order to perform the emergency assessments and will be scheduled to have the least impact on the residents of the units.

The proposed 2.4 % rental increase has been derived from using the Consumer Price Index applied to the current and prospective Preston Park residents. The overall budget sustains the formulas for setting annual market rents approved by the Board in June 2010 and is consistent with current FORA Policy. The adopted formulae are: 1) **Move-ins** - establishing market rents on an on-going basis according to a market survey, and 2) **Existing tenants** - increase rent once a year by the lesser of 3% or the Consumer Price Index. The financial impacts of the rent increase are displayed by unit type in (**Attachment I**). The FORA Board directed staff to analyze the property management services and a recommendation will be made in October 2013.

In prior Preston Park Board reports the lengthy items such as the Market Survey (**Attachment H**) and Standard Operating Budgets were presented with only summary pages of the full reports because the full reports were forty and 140 pages in length. These lengthy attachments will be posted on the FORA website and the link provided.

FISCAL IMPACT:

Reviewed by FORA Controller _____

COORDINATION:

FORA Staff, Alliance Staff, Administrative Committee, Executive Committee.

Prepared by _____ Reviewed by _____
Robert J. Norris, Jr. D. Steven Endsley

Michael A. Houlemard, Jr.

May 29, 2013

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

Re: Preston Park FY 2013/14 Proposed Budget

Dear Mr. Houlemard:

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

- 1) **Exterior Building Upgrades:** With the approval of the Capital Budget in December 2012, the community has been given a minor face lift with the replacement of deteriorated fence slats throughout the community. Motion Sensor lighting is currently being added to the front entrance each home. Pending capital projects include Exterior Painting, Roof Replacements, Window and Door Replacements, additional Driveway and Community Lighting.
- 2) **Interior Building Upgrades:** The Community Center has seen minor renovations as the space has been painted, updated with Stainless Steel Appliances, and new flooring has been installed. The purchase of new furniture is in the works.
- 3) **Units of Long Term Residents:** Several long-term residents have seen upgrades in their flooring, paint, and appliances with little intrusion or inconvenience. These services are extended to long-term residents upon notification or inspection indicating replacement is necessary.
- 4) **Go-Green Initiatives:** The community has been implementing water and energy saving programs inspired by Alliance's own Go-Green Initiative. Devices designated as water or energy saving are purchased and installed as replacement appliances and fixtures as needed. PG&E has been working with residents in the Below Market and Section 8 programs to weatherize their homes at no cost to the resident or the community. Planned landscaping changes, including the addition of low cost irrigation soil sensors, will reduce the amount of water usage in the common areas of the community, and will continue to evolve into larger cost savings for residents as we work in conjunction with Paul Lord at Marina Coast Water.
 - Residents in units with water and energy savings devices installed should anticipate an overall reduction in utility costs of up to 10%. Additional savings (up to 15% on irrigation water usage) will be realized through landscaping upgrades that have been pushed back to 2015.
- 5) **Code Compliance/Safety Improvements:** Carbon Monoxide detectors were installed in all homes as of November 2012, and all water heaters were confirmed to be double strapped for seismic safety in August 2012.
 - Additional Life/Safety Issues have been identified and are currently being addressed throughout the community. Please see **Attachment A** from Marina Fire Chief Harold Kelley, and **Attachment B** for detailed information on Life/Safety issues within the community.

May 29, 2013

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

Revenues

The primary source of revenue is rents, Section 8 voucher payments from the Housing Authority of the County of Monterey and associated charges to residents such as late fees.

The proposed budget reflects projected revenues according to the approved formula indicating that the annual increase in market rents for in-place tenants shall be capped at the lesser of three percent (3%) or the Department of Labor’s Consumer Price Index for San Francisco-Oakland-San Jose, All Items, for All Urban Consumers (referred to as CPI-U) Average percentage for the previous year (February to February) be applied to the next fiscal year, provided that the increased rent for in-place residents does not exceed the market rent charged to move-in residents. The proposed Budget Option 1 assumes the maximum rent increase for in-place residents of three percent (2.4%) resulting in an anticipated 4.3% increase in Total Income (\$236,517) over the FY 2012/13 Estimated Actuals. The proposed Budget Option 2 assumes no increase in the FY 2013/14 rent schedule for in-place residents, however still results in a 3.3% increase in Total income (\$178,975) due to new move-in rent values. Please see **Attachment C** for a summary of Revenue Income under the two options.

In Place Residents – Market Rent

The proposed FY 2013/14 Budget – Option 1 assumes a 2.4% increase for in-place residents using the approved formula of three percent (3%) or the Department of Labor’s Consumer Price Index for San Francisco-Oakland-San Jose, All Items, for All Urban Consumers (referred to as CPI-U) which has been documented as 2.4%. The rents proposed in Budget Option 1 are as follows:

In-Place Market Rate Rents			
Unit Size	Current Rent Range FY12/13	Proposed FY13/14 Rent	Change 8/1/13
Section 8 – Two BR	\$1,029 - \$1,175	\$1,029 - \$1,175	\$0
Section 8 – Three BR	\$1,473 - \$1,562	\$1,473 - \$1,562	\$0
Two Bedroom	\$1,146 - \$1,645	\$1,173 - \$1,684	\$27 - \$39
Three Bedroom	\$1,499 - \$1,950	\$1,535 - \$1,997	\$36 - \$47
Luxury – Two BR*	\$1,650 - \$1,947	\$1,690 - \$1,994	\$40 - \$47
Luxury – Three BR*	\$1,947	\$1,994	\$47

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

Fair Market Rents (FMR) for Monterey County on a County-wide basis as published in October 2012 by the Monterey County Housing Authority (MCHA) are as follows:

Unit Bedroom Size	Fair Market Rent
Two Bedroom	\$1,223
Three Bedroom	\$1,784

The two bedroom average in-place market rent at Preston Park is \$1,367 which represents a difference of \$144 from the FMR table above. The general cause of the difference in two-bedroom rents relates to the unique amenities and space available in the two-bedroom apartments at the community as compared to the general marketplace. Conversely, the majority of in-place market renters in Preston Park three bedroom homes are below the MCHA Fair Market Rent for a home of this size. The average in-place rent for the three bedroom units at Preston Park is \$1,664, which represents a difference of \$120 from the FMR table above.

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

Affordable Rents

Affordable rental rates are derived from median income schedules published by governmental agencies. Rental rates at Preston Park are based upon 50% and 60% of the median income for Monterey County. The U.S. Department of Housing and Urban Development calculates the maximum household income by family size in Monterey County, generally once a year. As of the date of this memo the rental rates are based upon families at 50% and 60% of the Monterey County median income for 2013 and allowances for the cost of utilities (as published by MCHA). **Please see Attachment E.** A rental increase is proposed per the revised 2013 rates and allowances.

In-Place Affordable Rate Rents			
Unit Size	Current Rent Range FY12/13	Proposed FY13/14 Rent	Change 8/1/13
Two Bedroom VL - L	\$656 – \$807	\$677 - \$832	\$21 - \$25
Three Bedroom VL - L	\$731 – \$900	\$756 - \$928	\$25 - \$28

Maximum Household Income Limits for 2013 as published in January 2013.

Income Category	Two Person	Three Person	Four Person	Five Person	Six Person	Seven Person	Eight Person
50% VL	\$28,500	\$32,100	\$35,650	\$38,500	\$41,400	\$44,250	\$47,100
60% L	\$34,260	\$38,520	\$42,780	\$46,260	\$49,680	\$53,100	\$56,520

Current Market Rent Conditions

The market rent for new move-ins is calculated by comparable market rent levels in the competitive market throughout the year. Additionally, the comparables as outlined in the attached Market Survey dated 4.8.13 (**Attachment F**) are smaller in square footage than units at Preston Park, and many do not offer the specialized features including in-home laundry room, gated back yard with patio, direct access garage, generous storage space, dogs and cats

accepted with pet deposit (Breed restrictions apply, max 2 animals per home). Please refer to **Attachment G** for detailed information.

Per the approved rent formula in 2010, the market rents for new move-ins are fluid throughout the year and change according to market conditions. Today, rents for new move-ins are as follows:

Unit Size	Current Rent Range for Incoming Market Rate Residents
Two Bedroom	\$1,610 - \$1,715
Luxury – Two BR	\$1,750 - \$2,100*
Three Bedroom	\$1,985 - \$2,010
Luxury – Three BR	\$2,100*

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

Budget Summary

Expenses as outlined in **Attachment H** include Operating Expense projections and relevant changes from the FY 2012/13 budget. Operating expenses typically include expenditures for routine maintenance of the property, redecorating expenses as they apply to unit turns, and expenditures relating to the daily operations of the Leasing Office. Non-Routine expenses are included as they pertain directly to the daily function of the community, however are not typically able to be forecasted (i.e. large plumbing leaks requiring vendor service, unit specific rehabilitation projects). Annual Inspection materials are included with the Non-Routine expenses as they are a one-time yearly expense. Overall, total operating expenses proposed for FY 2013/14 are 7.0% higher than the estimated actual expenses for FY 2012/13 (\$96,927). Alliance seeks to maximize cost savings, e.g. lower utilities expenses through installation of water/energy saving devices, while contending with inescapable cost increases such as fuel for maintenance vehicles.

Capital Expenses

Expenses categorized as Capital expenses directly impact the long term value of the community, including roof replacements, exterior painting, large-scale landscaping improvements, and interior upgrades including appliances and carpeting/vinyl. Capital projects currently scheduled to be completed in the 2012/13 FY include:

- 1) Site Lighting Repair/Replacement/Installation - \$265,849
- 2) Roof Replacements - \$1,311,893
- 3) Exterior Paint - \$398,008
- 4) Exterior Unit Doors/Windows- \$1,557,000
- 5) Seal Coat Streets - \$155,787

A Capital Management Agreement was signed on May 2, 2013. Efforts are currently underway to create a scope of work for each project and obtain competitive bids. Work will begin as soon as all approvals are in place. Ownership of streets within Preston Park has been confirmed.

2013/2014 FY Capital Improvement Program

Recommended Capital Projects to be managed through the Construction Department (excluding continuing projects or completions of projects from 2012/13):

- 1) Dry Rot Repairs - \$20,000
- 2) Building Fascia/Flashing Repairs - \$800,000

Recommended capital projects managed at the site level include:

- 3) Fire Extinguishers - \$13,000
- 4) Termite Remediation - \$50,000

Capital Reserves Fund

In accordance with the 2013 reevaluation of the Replacement Reserves Study conducted in April 2008, Alliance recommends a minimum reserve withholding of \$2,937 per unit per year during the 2013/14 fiscal period. **Please refer to Attachment I.** This withholding would ensure that the asset holds adequate reserves to perform necessary replacements and repairs to protect the useful life of the buildings.

While both Budget Options assume owner distribution (revenue to FORA and the City of Marina) similar to FY 2012/2013, these options reflect a withholding amount of just \$2,076.20 per unit per year. Necessary Life/Safety Capital projects will not be able to be accomplished per the attached CIP schedule if withholding amounts are not increased.

Budget Option 1 (Maximum rent increase of 2.4% for in-place residents) offers an opportunity to increase the property's replacement reserve account through revenue generation, thus allowing for many of the critical Capital Improvement projects throughout the community to take place over time. (**Attachment J**)

Budget Option 2 (No rent increase for in-place residents) outlines community needs to continue daily operations, but may compromise many of the necessary long-term capital projects due to restricted funds available to complete such projects. (**Attachment K**)

Management Assessment

In accordance with the December 2012 budget approval, Management has been directed to provide detailed information regarding Leasing and Maintenance services provided to residents and prospects. Alliance Residential utilizes an independent source (Kinglsey Associates) to monitor and gauge resident satisfaction throughout the company portfolio. **Attachment L for Q4 2012 and Attachment M for Q1 2013** indicate that Preston Park consistently outperforms Alliance Portfolio standards.

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

Please feel free to contact me should you have additional questions or concerns at (408) 396-8341. Approval of the final budget prior to May 31, 2013, would be helpful in order to implement rental increases by August 1, 2013.

Regards,

Jill Hammond
Regional Manager

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

Attachments:

- A. Letter from Fire Chief Kelley
- B. Life/Safety Issues
- C. FY 2013/2014 Budget Revenue Summary
- D. Unit Matrix
- E. Affordable Housing Rental Rates
- F. April 2013 Market Survey
- G. Comparable Information
- H. FY 2013/2014 Budget Highlights of Operating Expenses
- I. Revised CIP
- J. Budget Document – Option 1
- K. Budget Document – Option 2
- L. Kingsley Q4 2012 Community Report
- M. Kingsley Q1 2013 Community Report

**PRESTON PARK
2014 STANDARD BUDGET
CONSOLIDATION & SIGN-OFF**



Description	2014 Total	2013 Projected	Variance	Variance %
Physical Occupancy	98.04 %	98.96 %		
Economic Occupancy	97.32 %	96.13 %		
Gross Market Potential	\$5,816,930	\$5,643,882	\$173,048	3.1%
Market Gain/Loss to Lease	\$16,124	(\$111,087)	\$127,210	114.5%
Affordable Housing	\$0	\$0	\$0	0.0%
Non-Revenue Apartments	(\$56,187)	(\$47,422)	(\$8,765)	-18.5%
Rental Concessions	\$0	(\$148)	\$148	100.0%
Delinquent Rent	\$0	\$0	\$0	0.0%
Vacancy Loss	(\$114,328)	(\$57,783)	(\$56,546)	-97.9%
Prepaid/Previous Paid Rent	\$0	\$0	\$0	0.0%
Other Months' Rent/Delinquency Recovery	\$0	\$0	\$0	0.0%
Bad Debt Expense	(\$1,750)	(\$2,034)	\$284	14.0%
Other Resident Income	\$36,750	\$33,163	\$3,587	10.8%
Miscellaneous Income	\$8,450	\$10,901	(\$2,451)	-22.5%
Corp Apartment Income	\$0	\$0	\$0	0.0%
Retail Income	\$0	\$0	\$0	0.0%
TOTAL INCOME	\$5,705,989	\$5,469,472	\$236,517	4.3%
PAYROLL	\$520,430	\$488,934	(\$31,495)	-6.4%
LANDSCAPING	\$73,836	\$70,790	(\$3,046)	-4.3%
UTILITIES	\$94,359	\$93,918	(\$441)	-0.5%
REDECORATING	\$78,203	\$76,418	(\$1,785)	-2.3%
MAINTENANCE	\$100,785	\$94,468	(\$6,317)	-6.7%
MARKETING	\$15,290	\$15,398	\$108	0.7%
ADMINISTRATIVE	\$85,423	\$59,907	(\$25,516)	-42.6%
RETAIL EXPENSE	\$0	\$0	\$0	0.0%
PROFESSIONAL SERVICES	\$142,650	\$136,888	(\$5,762)	-4.2%
INSURANCE	\$194,472	\$190,686	(\$3,786)	-2.0%
AD-VALOREM TAXES	\$105,324	\$105,747	\$423	0.4%
NON ROUTINE MAINTENANCE	\$72,375	\$53,064	(\$19,311)	-36.4%
TOTAL OPERATING EXP	\$1,483,147	\$1,386,219	(\$96,927)	-7.0%
NET OPERATING INCOME	\$4,222,842	\$4,083,253	\$139,589	3.4%
DEBT SERVICE	\$0	\$0	\$0	0.0%
DEPRECIATION	\$324,420	\$355,066	\$30,646	8.6%
AMORTIZATION	\$0	\$0	\$0	0.0%
PARTNERSHIP	\$0	\$0	\$0	0.0%
EXTRAORDINARY COST	\$0	\$0	\$0	0.0%
NET INCOME	\$3,898,422	\$3,728,187	\$170,235	4.6%
CAPITAL EXPENDITURES	\$1,229,952	\$4,162,505	\$2,932,553	70.5%
MORTGAGE PRINCIPAL	\$0	\$0	\$0	0.0%
TAX ESCROW	\$0	\$0	\$0	0.0%
INSURANCE ESCROW	\$0	\$0	\$0	0.0%
INTEREST ESCROW	\$0	\$0	\$0	0.0%
REPLACEMENT RESERVE	\$734,976	\$734,976	\$0	0.0%
REPLACEMENT RESERVE REIMBURSE	(\$1,229,952)	(\$4,162,505)	(\$2,932,553)	-70.5%
WIP	\$0	\$0	\$0	0.0%
OWNER DISTRIBUTIONS	\$3,487,866	\$3,348,276	(\$139,590)	-4.2%
DEPRECIATION AND AMORTIZATION	(\$324,420)	(\$355,066)	(\$30,646)	-8.6%
NET CASH FLOW	\$0	\$0	(\$0)	-89.2%

Approvals

Owner _____ Date _____

Asset Manager _____ Date _____

COO _____ Date _____

VP _____ Date _____

Regional Manager _____ Date _____

Business Manager _____ Date _____

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

Attachment B to Item 8a
FORA Board Meeting, 6/21/13

**PRESTON PARK
2014 STANDARD BUDGET
CONSOLIDATION & SIGN-OFF**



Description	2014	2013	Variance	Variance %
	Total	Projected		
Physical Occupancy	98.04 %	98.96 %		
Economic Occupancy	98.30 %	96.13 %		
Gross Market Potential	\$5,699,868	\$5,643,882	\$55,986	1.0%
Market Gain/Loss to Lease	\$72,085	(\$111,087)	\$183,171	164.9%
Affordable Housing	\$0	\$0	\$0	0.0%
Non-Revenue Apartments	(\$54,974)	(\$47,422)	(\$7,552)	-15.9%
Rental Concessions	\$0	(\$148)	\$148	100.0%
Delinquent Rent	\$0	\$0	\$0	0.0%
Vacancy Loss	(\$112,000)	(\$57,783)	(\$54,218)	-93.8%
Prepaid/Previous Paid Rent	\$0	\$0	\$0	0.0%
Other Months' Rent/Delinquency Recovery	\$0	\$0	\$0	0.0%
Bad Debt Expense	(\$1,732)	(\$2,034)	\$302	14.9%
Other Resident Income	\$36,750	\$33,163	\$3,587	10.8%
Miscellaneous Income	\$8,450	\$10,901	(\$2,451)	-22.5%
Corp Apartment Income	\$0	\$0	\$0	0.0%
Retail Income	\$0	\$0	\$0	0.0%
TOTAL INCOME	\$5,648,447	\$5,469,472	\$178,974	3.3%
PAYROLL	\$520,430	\$488,934	(\$31,495)	-6.4%
LANDSCAPING	\$73,836	\$70,790	(\$3,046)	-4.3%
UTILITIES	\$94,359	\$93,918	(\$441)	-0.5%
REDECORATING	\$78,203	\$76,418	(\$1,785)	-2.3%
MAINTENANCE	\$100,785	\$94,468	(\$6,317)	-6.7%
MARKETING	\$15,290	\$15,398	\$108	0.7%
ADMINISTRATIVE	\$85,423	\$59,907	(\$25,516)	-42.6%
RETAIL EXPENSE	\$0	\$0	\$0	0.0%
PROFESSIONAL SERVICES	\$141,211	\$136,888	(\$4,323)	-3.2%
INSURANCE	\$194,472	\$190,686	(\$3,786)	-2.0%
AD-VALOREM TAXES	\$105,324	\$105,747	\$423	0.4%
NON ROUTINE MAINTENANCE	\$72,375	\$53,064	(\$19,311)	-36.4%
TOTAL OPERATING EXP	\$1,481,708	\$1,386,219	(\$95,489)	-6.9%
NET OPERATING INCOME	\$4,166,738	\$4,083,253	\$83,485	2.0%
DEBT SERVICE	\$0	\$0	\$0	0.0%
DEPRECIATION	\$324,420	\$355,066	\$30,646	8.6%
AMORTIZATION	\$0	\$0	\$0	0.0%
PARTNERSHIP	\$0	\$0	\$0	0.0%
EXTRAORDINARY COST	\$0	\$0	\$0	0.0%
NET INCOME	\$3,842,318	\$3,728,187	\$114,132	3.1%
CAPITAL EXPENDITURES	\$1,229,952	\$4,162,505	\$2,932,553	70.5%
MORTGAGE PRINCIPAL	\$0	\$0	\$0	0.0%
TAX ESCROW	\$0	\$0	\$0	0.0%
INSURANCE ESCROW	\$0	\$0	\$0	0.0%
INTEREST ESCROW	\$0	\$0	\$0	0.0%
REPLACEMENT RESERVE	\$734,976	\$734,976	\$0	0.0%
REPLACEMENT RESERVE REIMBURSE	(\$1,229,952)	(\$4,162,505)	(\$2,932,553)	-70.5%
WIP	\$0	\$0	\$0	0.0%
OWNER DISTRIBUTIONS	\$3,431,762	\$3,348,276	(\$83,486)	-2.5%
DEPRECIATION AND AMORTIZATION	(\$324,420)	(\$355,066)	(\$30,646)	-8.6%
NET CASH FLOW	\$0	\$0	(\$0)	-42.3%

Approvals

Owner _____ Date _____

Asset Manager _____ Date _____

COO _____ Date _____

VP _____ Date _____

Regional Manager _____ Date _____

Business Manager _____ Date _____

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

**Attachment C to Item 8a
FORA Board Meeting, 6/21/13**

Preston Park Budget Memo Attachment C – Revenue Summary

Budget Option 1 – 2.4% Rent Increase Proposed

<u>Revenue</u>	Proposed FY 2013/ 2014	Estimated Actuals FY 2012/ 2013	Variance from FY 2012/2013 Estimated Actuals	%	Comments	Approved Budget FY 2012/ 2013	Variance From 2012/2013 Estimated Actuals	%	Comments	2013/2014 Proposed Budget vs. 2012/2013 Approved Budget	%
GROSS MARKET POTENTIAL	\$5,816,930	\$5,643,882	\$173,048	3.1%	2.4% increase proposed as of 8/1/13.	\$5,376,900	\$266,982	5.0%	Reflects approved rental increase and higher Market Rents achieved.	\$440,030	8.2%
NON-REVENUE APARTMENTS	-\$56,187	-\$47,422	-\$8,765	-18.5%	Difference accounted for in rent increase throughout property.	-\$62,448	\$15,026	24.1%	Reduction due to the split of the Office/Community Center with Abrams Park. Preston Park is charged 60% and Abrams Park is charged 40%.	\$6,261	10.0%
MISCELLANEOUS INCOME	\$8,450	\$10,901	-\$2,451	-22.5%	Anticipating reduction in Interest income as Capital Projects are completed.	\$7,632	\$3,269	42.8%	Additional income derived from recycling appliances through MARS*.	\$818	10.7%
TOTAL INCOME	\$5,705,939	\$5,469,472	\$236,517	4.3%		\$5,368,586	\$100,886	1.9%		\$337,403	6.3%
NET INCOME	\$3,898,422	\$3,728,187	\$170,235	4.6%		\$3,907,035	-\$178,848	-4.6%	Net Income adversely affected by the Depreciation schedule	-\$8,613	-0.2%

- MARS (Major Appliance Recycling Service) is a national service that provides payment for pickup of appliances that can be reused or recycled.

Preston Park Budget Memo Attachment C – Revenue Summary

Budget Option 2 – No Increase Proposed

<u>Revenue</u>	Proposed FY 2013/ 2014	Estimated Actuals FY 2012/ 2013	Variance from FY 2012/2013 Estimated Actuals	%	Comments	Approved Budget FY 2012/ 2013	Variance From 2012/2013 Estimated Actuals	%	Comments	2013/2014 Proposed Budget vs. 2012/2013 Approved Budget	%
GROSS MARKET POTENTIAL	\$5,699,868	\$5,643,882	\$55,986	1.0%	Increase due to new move-ins at market rate.	\$5,376,900	\$266,982	5.0%	Reflects higher Market Rents achieved.	\$322,968	6.0%
NON-REVENUE APARTMENTS	-\$54,974	-\$47,422	-\$7,552	-15.9%	Slight increase as new move in market rents have increased.	-\$62,448	\$15,026	24.1%	Reduction due to the split of the Office/Community Center with Abrams Park. Preston Park is charged 60% and Abrams Park is charged 40%.	\$7,474	12.0%
MISCELLANEOUS INCOME	\$8,450	\$10,901	-\$2,451	-22.5%	Anticipating reduction in Interest income as Capital Projects are completed.	\$7,632	\$3,269	42.8%	Anticipating additional income derived from recycling appliances through MARS*.	\$818	10.7%
TOTAL INCOME	\$5,648,447	\$5,469,472	\$178,975	3.3%		\$5,368,586	\$100,886	1.9%		\$279,861	5.2%
NET INCOME	\$3,842,318	\$3,728,187	\$114,131	3.1%		\$3,907,035	-\$178,848	-4.6%	Net Income adversely affected by the Depreciation schedule	-\$64,717	-1.7%

Preston Park Budget Memo Attachment C – Highlights of Operating Expenses

<u>Operating Expenses</u>	Proposed FY 2013/ 2014	Estimated Actuals FY 2012/2013	Variance from FY 2012/2013 Estimated Actuals	%	Comments	Approved Budget FY 2012/ 2013	Variance From 2012/2013 Estimated Actuals	%	Comments	2013/2014 Proposed Budget vs. 2012/2013 Approved Budget	%
SALARIES	\$361,775	\$338,147	\$23,628	7.0%	Increase in salaries due to addition of Project Coordinator position	\$320,601	\$17,546	5.5%	Overage in salaries due to overtime hours worked by full time associates to cover additional open staff position.	\$41,174	12.8%
PAYROLL TAXES + BURDEN	\$110,270	\$98,511	\$11,759	11.9%	Additional expense with addition of new associates.	\$101,026	-\$2,515	-2.5%	Savings due to 2 site associates not participating in insurance program.	\$9,244	9.2%
NON-STAFF LABOR	\$21,600	\$35,153	-\$13,553	-38.6%	Reduction in non-staff labor due to full office/maint. staff	\$0	\$35,153	---%	Temp service utilized to fill-in while replacement staff identified.	\$35,153	---%
LANDSCAPING	\$73,836	\$70,790	\$3,046	4.3%	Increase in irrigation repairs.	\$70,700	\$90	0.1%	Negligible variance	\$3,136	4.7%
UTILITIES	\$94,359	\$93,918	\$441	0.5%	Slight increase in Trash removal charges due to higher units turns.	\$96,660	-\$2,742	-2.8%	Decrease due to lower vacancy rate, ie. lower vacant utilities than expected	-\$2,301	-2.4%
REDECORATING	\$78,203	\$76,418	\$1,785	2.3%	Increase to account for higher turnover rate anticipated.	\$81,744	-\$5,326	-6.5%	Multiple units were short term rentals and did not require full service	-\$3,541	-4.3%
MAINTENANCE	\$100,785	\$94,468	\$6,317	6.7%	Increase to account for deteriorating electrical, plumbing, and vehicles.	\$82,332	\$12,136	14.7%	Encountered higher than anticipated plumbing and electrical issues, gas prices and vehicle repairs.	\$18,453	22.4%
MARKETING	\$15,290	\$15,398	-\$108	-0.7%	Negligible difference.	\$13,047	\$2,351	18.0%	Variance caused by addition of pay-per referral service, purchase of new flags and signage for leasing office.	\$2,243	17.2%

Preston Park Budget Memo Attachment C – Highlights of Operating Expenses

<u>Operating Expenses</u>	Proposed FY 2013/ 2014	Estimated Actuals FY 2012/2013	Variance	%	Comments	Approved Budget FY 2012/ 2013	Variance From 2012/2013 Estimated Actuals	%	Comments	2013/2014 Proposed Budget vs. 2012/2013 Approved Budget	%
ADMINISTRATIVE	\$85,423	\$59,907	\$25,516	42.6%	Addition of check scanning equipment and Courtesy Patrol Service	\$57,606	\$2,301	4.0%	Higher than anticipated attorneys fees due to rent collection issues and evictions.	\$27,817	48.3%
INSURANCE	\$194,472	\$190,686	\$3,786	2.0%	Increase in premiums.	\$185,020	\$5,666	3.1%	Increase in premiums.	\$9,452	5.1%
NON-ROUTINE MAINTENANCE	\$72,375	\$53,064	\$19,311	36.4%	Addition of funds for Concrete Grinding throughout community. Other services include one-time gutter cleaning and sealing of oven vents in each home	\$14,000	\$39,064	279%	Difference to account for re-class of Annual Inspection materials from Maintenance category, and used to code exterior rehab projects at 726/728 Landrum, 712/714 Brown, 663 Bailey, and interior repairs at 660 Horn.	\$58,375	417%
TOTAL OPERATING EXPENSES	\$1,483,147	\$1,386,219	\$96,927	7.0%		\$1,280,463	\$105,756	8.3%		\$202,684	15.8%

PRESTON PARK - REVISED PHYSICAL NEEDS ASSESSMENT (8 Year Look Forward - Alliance Residential Recommendation)

Updated: 5/29/2013

Project	Detail	Committed Projects	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021
1410										
Comprehensive Property Inspection (PNA)	Physical Needs Assessment		\$ 74,600							
Carbon Monoxide Detectors		\$ 33,060								
Site Lighting Repair / Replacement /Install	*Exterior site upgrades	\$ 265,849						\$ 50,000		
Roof	*Replacement	\$ 1,311,893				\$ 10,000		\$ 10,000		\$ 10,000
Exterior Paint	*Full Paint	\$ 398,008						\$ 283,200		
Exterior Unit Doors and Windows	*Replacement	\$ 1,557,000					\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Building Exterior	*Dryrot Repairs		\$ 20,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 75,000	\$ 2,000	\$ 2,000
Fence Slat Replacement	Replacement	\$ 35,000						\$ 75,000		
Resident Business Center	FF&E	\$ 12,000								
Landscape/ Irrigation	*Replacement / Upgrades			\$ 175,000				\$ 200,000		
Leasing Office / Signage	*Upgrades			\$ 115,000						
Playgrounds	*Replacement			\$ 125,000						
Fire Extinguishers	Add Fire Extinguishers to each home		\$ 13,000							
Termite Remediation	Termite remediation		\$ 50,000							
Building Fascia/Flashing Repairs	Repairs to exterior sheer walls		\$ 800,000							
1415										
New Office Computers	Replace existing old computers	\$ 2,600					\$ 2,600			
1416										
One Maintenance Truck	Needed for hauling etc...	\$ 14,000				\$ 15,000				\$ 15,000
1420										
Seal Coat Streets		\$ 155,787					\$ 155,787			
1425										
Dishwasher	replacement (assume 10 year life)	\$ 10,200	\$ 12,160	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200	\$ 10,200
Refrigerators	replacement (assume 15 year life)	\$ 14,400	\$ 16,800	\$ 12,650	\$ 12,650	\$ 12,650	\$ 12,650	\$ 12,650	\$ 12,650	\$ 12,650
Range	replacement (assume 15 year life)	\$ 16,524	\$ 18,360	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500	\$ 11,500
Garbage Disposal	replacement (assume 10 year life)	\$ 2,345	\$ 3,000	\$ 2,345	\$ 2,345	\$ 2,345	\$ 2,345	\$ 2,345	\$ 2,345	\$ 2,345
Hot Water Heaters	replacement (assume 15 year life)	\$ 16,200	\$ 18,000	\$ 17,250	\$ 17,250	\$ 17,250	\$ 17,250	\$ 17,250	\$ 17,250	\$ 17,250
Carpet	replacement (assume 5 year life)	\$ 38,400	\$ 56,532	\$ 113,600	\$ 113,600	\$ 113,600	\$ 113,600	\$ 113,600	\$ 113,600	\$ 113,600
Vinyl	replacement (assume 10 year life)	\$ 66,300	\$ 73,100	\$ 19,250	\$ 19,250	\$ 19,250	\$ 19,250	\$ 19,250	\$ 19,250	\$ 19,250
HVAC Furnace	replacement (assume 20 year life)	\$ 26,400	\$ 26,400	\$ 15,300	\$ 15,300	\$ 15,300	\$ 15,300	\$ 15,300	\$ 15,300	\$ 15,300
1430										
Applicable Construction Management Expenses	Miscellaneous (see * items)	\$ 211,965	\$ 48,000	\$ 24,900	\$ -	\$ -	\$ -	\$ 25,992	\$ -	\$ -
Annual Reserve Expenses (uninflated)		\$ 4,187,931	\$ 1,229,952	\$ 643,995	\$ 204,095	\$ 229,095	\$ 364,982	\$ 923,787	\$ 206,595	\$ 231,595
Inflation Factor		0.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Annual Reserve Expenses (Inflated)		\$ 4,187,931	\$ 1,254,551	\$ 660,095	\$ 209,197	\$ 234,822	\$ 374,107	\$ 946,882	\$ 211,760	\$ 237,385
Annual Infusion of Replacement Reserve Funds		\$ 1,239,000	\$ 663,750	\$ 442,500	\$ 442,500	\$ 442,500	\$ 442,500	\$ 442,500	\$ 442,500	\$ 442,500
Reserve Fund BEFORE Annual Expenses and BEFORE Annual Infusion		\$ 52,215	\$ 700,414	\$ 482,819	\$ 716,122	\$ 923,799	\$ 992,193	\$ 487,811	\$ 718,551	\$ 718,551
Reserve Fund AFTER Annual Expenses and AFTER Annual Infusion		\$ 36,664	\$ 40,319	\$ 273,622	\$ 481,299	\$ 549,693	\$ 45,311	\$ 276,051	\$ 481,166	\$ 481,166

Designates projected starting balance of Replacement Reserve Fund				
Holdbacks and Reserve Summary		\$/Unit		\$/Unit/Year (Average)
Physical Needs Over the Term:	\$	8,316,730	\$ 23,493.59	\$ 2,937

Note: The CIP above represents projects known to Management as current or pending necessary improvements. It does not represent unknown repairs which may present themselves as the property continues to age such as electrical, plumbing or structural occurrences.

Attachment F to Item 8a
FORA Board Meeting, 6/21/13

Attachment B – Life/Safety Issues

Electrical Issues:

3 incidents have occurred within Preston Park relating to Electrical Issues stemming from ungrounded main panel circuitry at the building site, and overload of power from PG&E power sources. At each instance, the Marina Fire Department, PG&E, and Alliance staff worked in conjunction to restore power to each building site, resulting in minimal inconvenience to residents.

Per community inspection, the grounding rods at each building site have been compromised by age and weatherization causing power overloads to become trapped inside internal circuitry. Additionally, internal sub-panel wiring has been found to be loose or fraying. Bids and approval from FORA staff have been received and this project is set to begin in June 2013.

660 Horn Fire – 2/14/13

677/675 Wahl Incident – 5/6/13

658/650 Bailey – 5/24/13

Attic Inspections/Termite Remediation:

In January 2013 an attic inspection of a home in Abrams Park prompted management to conduct Attic Inspections in Preston Park. Inspections revealed roof leaks at multiple locations, and termite activity within a limited number of homes. Fire walls were found to be intact. Roof repairs are scheduled to be made under the approved FY 2012/2013 Capital Project schedule, and Termite Remediation bids have been received and included in the proposed 2013/2014 budget for possible completion in July 2013.

Oven Vents:

In August 2012, during the non-routine cleaning of a kitchen oven vent by a vendor service, it was discovered that the oven vent was not sealed properly. This prompted staff to immediately inspect 10 other homes of varying floor plans within the community, each with similar results. Documentation was received from the vendor service indicating that within 1 years' time, all of the oven vents within the community would need to be resealed. This service is listed in the budget as a Non-Routine item to be completed in July 2013.

Fire Extinguishers:

During a routine service request regarding a deceased rodent within the interior walls of a home, a fire started in the water heater closet. Staff promptly shut off gas service and began to douse the fire with water from a garden hose. Consideration was then given to adding a one-time use fire extinguisher to each home. Pricing has been obtained, as has input from the Marina Police Department. This service is listed in the budget as a Capital item for installation in each home beginning in July 2013.

Exterior Fascia/Flashing Repairs:

After complaints were received by a resident regarding a musty smell in the stairwell, an inspection revealed that the exterior stucco and shear wall had been compromised. Upon further investigation, the neighboring home was also found to be experiencing the same issue. The cause of the water intrusion was determined to be improperly designed/installed flashing at the point that the garage roof meets the exterior wall of the stairwell. The exterior of the building was removed, rotted wood and compromised

installation replaced, and new watertight papering installed within 2 days. After several trial and error attempts, an exterior repair was made and tested to ensure water intrusion was remedied. Three additional homes were identified with the same flaw and repairs made to the exterior of those buildings. A test sample of 30 additional homes revealed 28 addresses where this design flaw is causing moisture intrusion. Estimated costs for community-wide repairs have been included in the 2013/2014 Capital projects budget. Repairs will need to be completed before painting can be performed.




Marina Fire Department

MEMORANDUM

DATE: May 30, 2013

TO: Corey Williams, Business Manager

CC: Craig Oliver, Chief Building Official
File

FROM: Harald Kelley, Fire Chief 

SUBJECT: Abrams Park and Preston Park Code Compliance Assessment

Over the last several years the fire department has had calls for service that involved electrical issues and code compliance issues in both Abrams Park and Preston Park. Alliance Management has been notified at the time of the incidents and responded in a timely manner assisting both the fire department and the tenants involved.

I strongly support the Community Code Compliance Assessment that is being proposed by the Alliance Communities Inc. management in their FY 2013/2014 budget for Preston Park. At the regular meeting of the Marina City Council held on May 21, 2013, the Marina City Council approved Resolution No. 2013-61 approving funding for compliance safety review (Physical Needs Assessment) and inspections: provided funding for inspections and related proposals for attic repairs and repairs to electrical grounding as part of the Abrams Park Community Code Compliance Assessment. I strongly encourage the FOR A Board to do the same for Preston Park.

The proposed Assessment would assist Alliance management in prioritizing repairs and also help in indentifying code compliance issues. The Assessment is a proactive action in mitigating an emergency verses waiting until an incident occurs.

If you have any question, please contact me at (831) 884-1210 between the hours of 8:00 am and 5:00 pm Monday through Friday.

April 8, 2013

COMMUNITY DESCRIPTION	
Street address	682 Wahl Court
City, State, Zip Code	Marina, CA 93933
Telephone	(831) 384-0119
Construction type	Mixed use
Year built	1987
Owner	Fort Ord Reuse Authority
Management	Alliance Residential Company
Total units	352
Physical occupancy	99%

COMMUNITY RATINGS	
Location	B
Visibility	C
Curb appeal	B
Condition	C
Interiors	C
Amenities	D

PAYER OF UTILITIES	
Gas	Resident
Electric	Resident
Water	Res/Meter
Sewer	Resident
Trash	Resident
Cable TV	N A
Internet	Resident
Pest control	Community
Valet trash	N A

FEES, DEPOSITS, AND LEASE TERMS	
Application fee	\$44
Lease terms	MTM and 6 months
Short term premium	N/A
Refundable security deposit	Equal to one months' rent
Administrative fee	\$0
Non refundable pet deposit	N/A
Pet deposit	\$250 covers up to 2 pets
Pet rent	\$0

CONCESSIONS
No concessions. Community is partially Below Market Rent and Section 8.

COMMENTS
All units have an attached garage, in-home laundry room, and gated backyard. \$25 fee for end units.

APARTMENT AMENITIES			
Accent color walls	No	Paneled doors	No
Air conditioning	No	Patio/Balcony	Yes
Appliance color	White	Refrigerator	Frost-Free
Cable TV	No	Roman tubs	No
Ceiling	No	Security system	No
Ceiling fans	No	Self cleaning oven	No
Computer desk	No	Separate shower	No
Crown molding	No	Upgraded counters	No
Fireplace	No	Upgraded flooring	Plush Cpt
Icemaker	No	Upgraded lighting	No
Kitchen pantry	Yes	Vaulted ceiling	No
Linen closets	Yes	Washer/Dryer	No
Microwave	No	W/D connection	Full size
Outside storage	No	Window coverings	1" mini

COMMUNITY AMENITIES			
Access gates	No	Free DVD/movie library	No
Addl rentable storage	No	Laundry room	No
Attached garages	Yes	Movie theater	No
Barbecue grills	No	Parking structure	No
Basketball court	Yes	Pet park	No
Billiard	No	Playground	Yes
Business center	No	Pools	No
Club house	Yes	Racquetball	No
Concierge services	No	Reserved parking	No
Conference room	No	Sauna/Jacuzzi	No
Covered parking	No	Tennis court	No
Detached garages	No	Volleyball	No
Elevators	No	Water features	No
Fitness center	No	WiFi	No

FLOORPLANS AND RENTS

Floorplan Type	Unit Description	# of Units	% of Units	Square Feet	Rent per Unit				Concessions		Effective Net Rents	
					Low	High	Average	Avg PSF	Mos Free	Term	Average	Avg PSF
2X1		10	3%	1,150	\$1,610	\$1,610	\$1,610	\$1.40	0.00	0.00	\$1,610	\$1.40
2X1.5		80	23%	1,278	\$1,665	\$1,690	\$1,677	\$1.31	0.00	0.00	\$1,677	\$1.31
2X1.5	1 car attached Renovated	2	1%	1,278	\$2,100	\$2,100	\$2,100	\$1.64	0.00	0.00	\$2,100	\$1.64
2X1.5	1 car attached Renovated	135	38%	1,323	\$1,690	\$1,715	\$1,702	\$1.29	0.00	0.00	\$1,702	\$1.29
3X2.5		124	35%	1,572	\$1,985	\$2,010	\$1,997	\$1.27	0.00	0.00	\$1,997	\$1.27
3X2.5	1 car attached Renovated	1	0%	1,572	\$2,100	\$2,100	\$2,100	\$1.34	0.00	0.00	\$2,100	\$1.34
Total / Weighted Average		352	100%	1,396	\$1,789	\$1,814	\$1,801	\$1.29	0.00	0.00	\$1,801	\$1.29

Attachment D - Unit Matrix

Bedrooms	Bathrooms	Square footage	Average Rent per unit	Utility costs*				Total Utilities	Total Rent including utilities	Total Rent per square foot BEFORE rent increase	Total Rent per square foot after 2.4% increase	Total Rent per square foot AFTER rent increase	Market Survey Data				Abrams Park rent per square foot not including utilities
				Water	Sewer	Trash	Total						Sunbay Suites rent per square foot	Marina Square rent per square foot	Marina del Sol rent per square foot	Shadow Market rent per square foot	
2	1	1150	\$1,367	\$39	\$26	\$18	\$83	\$1,450	\$1.26	\$1,483.00	\$1.29	\$1.88	\$1.31	\$1.50	\$1.39	\$1.35	
2	1.5	1278	\$1,367	\$39	\$26	\$18	\$83	\$1,450	\$1.13	\$1,483.00	\$1.16	N/A	N/A	N/A	\$1.33	N/A	
2	1.5	1323	\$1,367	\$39	\$26	\$18	\$83	\$1,450	\$1.10	\$1,483.00	\$1.12	N/A	N/A	N/A	\$1.33	N/A	
3	2.5	1572	\$1,664	\$50	\$26	\$18	\$94	\$1,758	\$1.12	\$1,799.50	\$1.14	N/A	N/A	N/A	\$1.19	N/A	

* Utility costs for 2 Bedroom Unit derived from 3-person household sample
 * Utility costs for 3 Bedroom Unit derived from 4-person household sample

Note that in addition to the rental amounts paid by in-place residents, Preston Park residents pay for Water, Sewer, and Trash services that the majority of the comparables in the market place pay on behalf of the household. The chart above indicates that in each unit type, Preston Park residents are paying a lower rental amount per square foot of space within the homes (not including garage space).

Households in Abrams Park have not received a rental increase in 3 years and are still averaging roughly \$0.10 cents per square foot higher rental rates than Preston Park households.

Table 2.
2013 Maximum Monthly Rental Rates
Monterey County

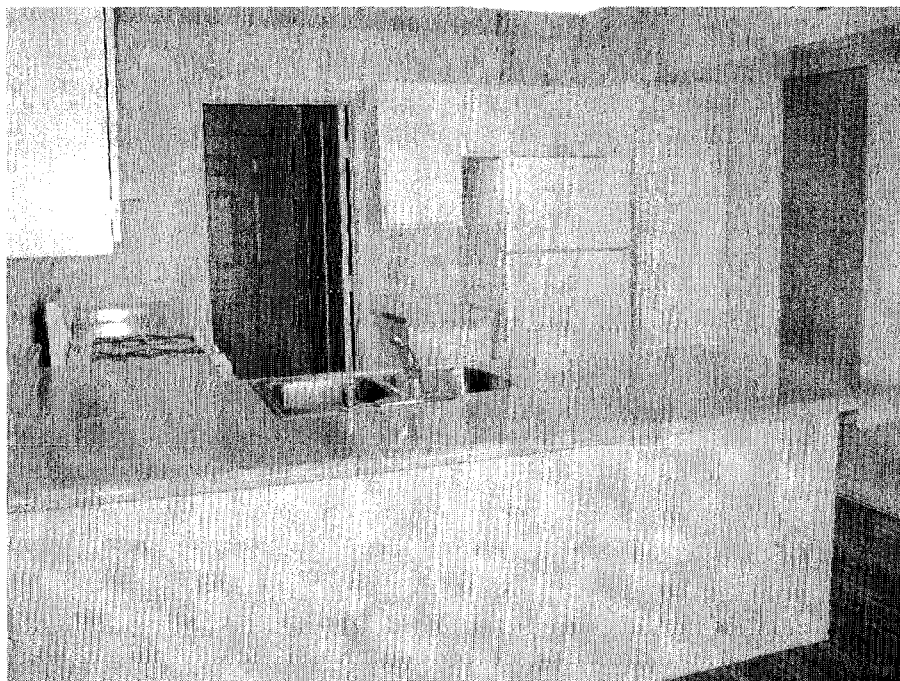
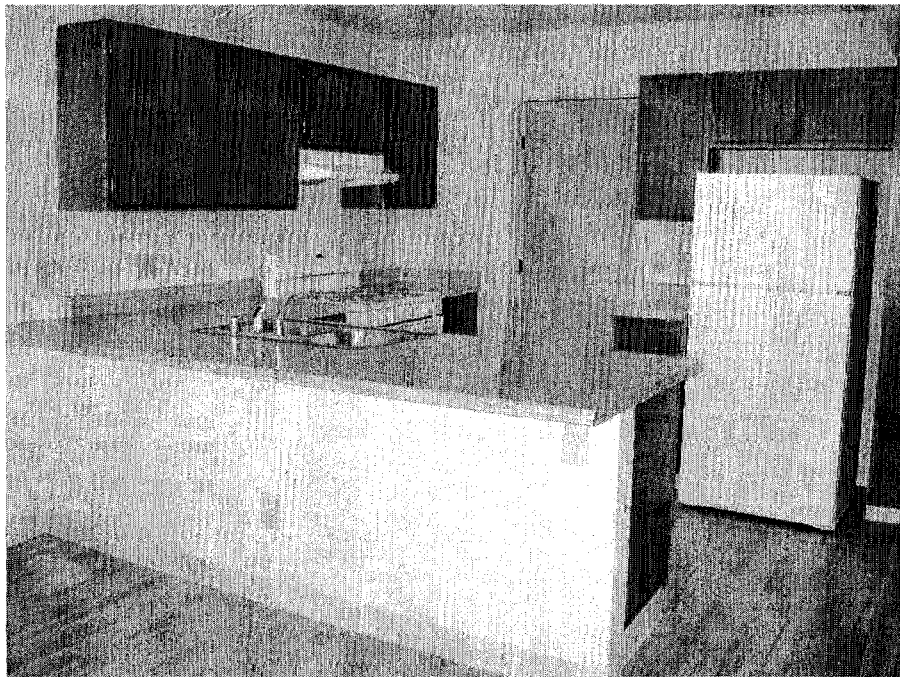
TAX CREDIT PROJECTS				
	Number of Bedrooms in Unit			
	One	Two	Three	Four
Household Size	1.5	3	4.5	6
Very Low Rent (50% of AMI)	\$644	\$773	\$893	\$996
less utilities (2)	-\$82	-\$96	-\$103	-\$120
Monthly Rent net of utilities	\$562	\$677	\$790	\$876
Low Rent (60% of AMI)	\$773	\$928	\$1,072	\$1,196
less utilities	-\$82	-\$96	-\$103	-\$120
Monthly Rent net of utilities	\$691	\$832	\$969	\$1,076
Moderate Rent (110% of AMI)	\$1,417	\$1,701	\$1,965	\$2,192
less utilities	-\$82	-\$96	-\$103	-\$120
Monthly Rent net of utilities	\$1,335	\$1,605	\$1,862	\$2,072
HSC 50053 REGULATIONS FOR PROJECTS W/O TAX CREDITS				
	Number of Bedrooms in Unit			
	One	Two	Three	Four
Household Size	2	3	4	5
Very Low Rent (50% of AMI)	\$687	\$773	\$859	\$928
less utilities (2)	-\$82	-\$96	-\$103	-\$120
Monthly Rent net of utilities	\$605	\$677	\$756	\$808
Low Rent (60% of AMI)	\$824	\$928	\$1,031	\$1,113
less utilities	-\$82	-\$96	-\$103	-\$120
Monthly Rent net of utilities	\$742	\$832	\$928	\$993
Moderate Rent (110% of AMI)	\$1,511	\$1,701	\$1,889	\$2,041
less utilities	-\$82	-\$96	-\$103	-\$120
Monthly Rent net of utilities	\$1,429	\$1,605	\$1,786	\$1,921
(1) Calculations reflect formula per Section 50053 of the California Health and Safety Code.				
(2) Utility allowance assumes gas heat, gas cooking, other electric, gas water heating, water, sewer and trash.				

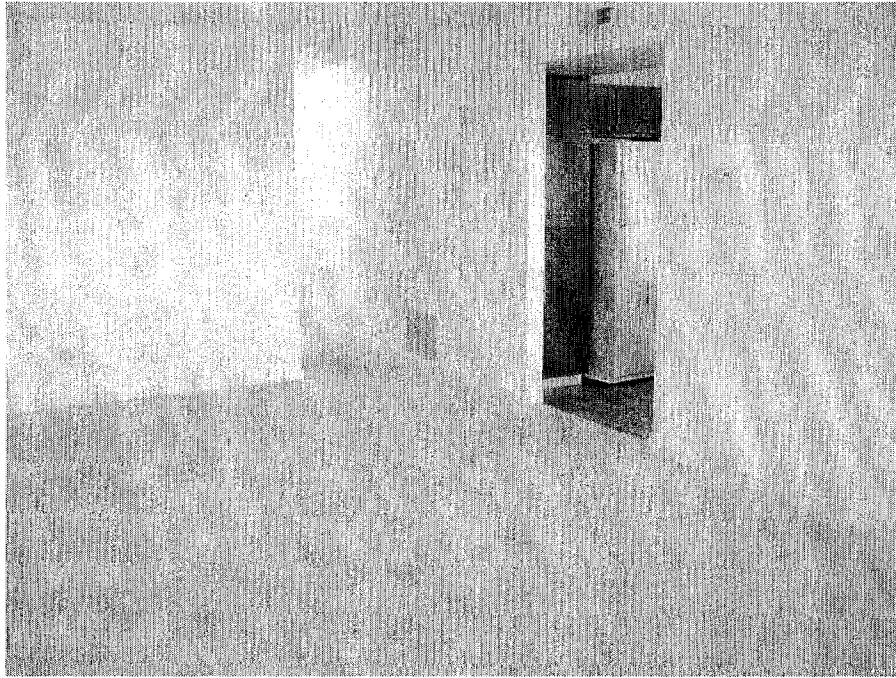
Sources: Median incomes from California Department of Housing and Community Development, 2012. Utility allowances from Housing Authority of the County of Monterey, Effective January 1, 2013 (standard non-energy efficient utility allowance for apts. and townhouses).

Attachment G – Amenity Analysis

Attachment K to Item 8a
FORA Board Meeting, 6/21/13

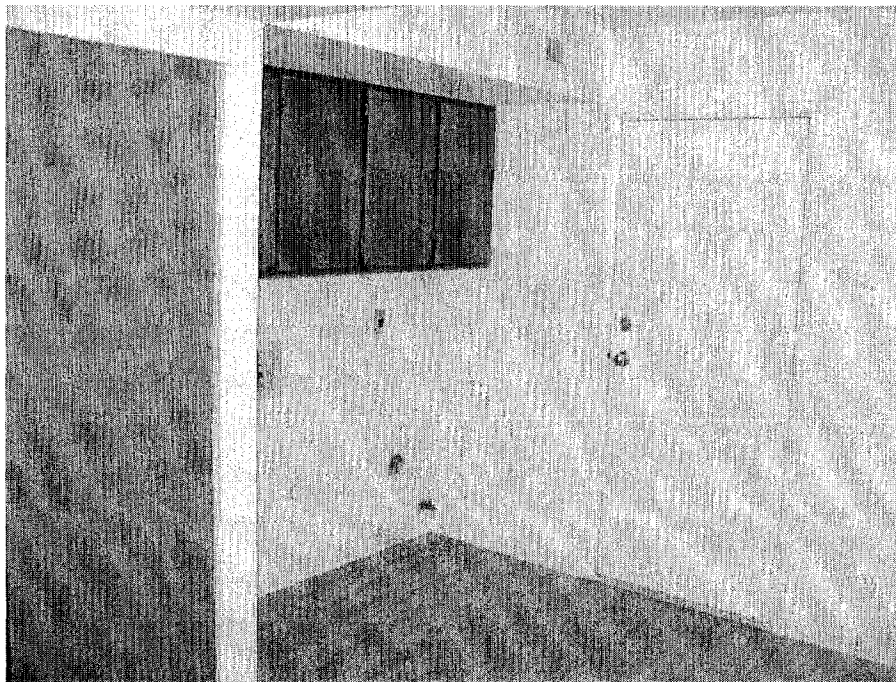
Preston Park residents are treated to Large Eat-In Kitchens with Refrigerators, Dishwashers, and a Gas Stove/Oven. Deep Double Sinks with Garbage Disposal are standard. A dining area roughly the same size as the kitchen is directly adjacent to the kitchen.



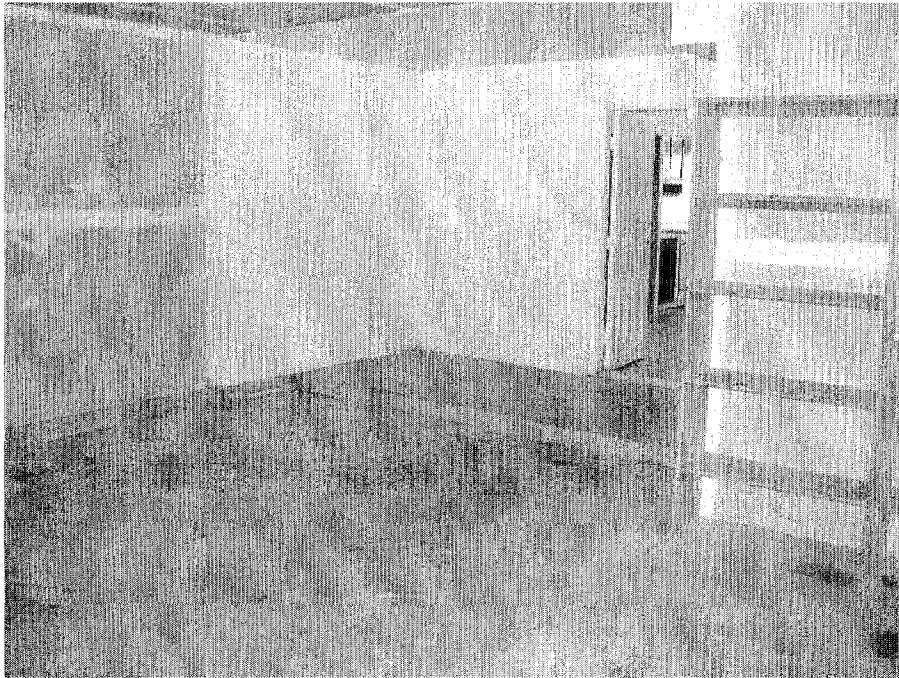


Preston Park offers oversized living spaces. The living room in most homes is an estimated 350 square feet. Many homes have newer plush carpeting in the living room areas, and wood style linoleum in the kitchen, dining, laundry room and bathrooms.

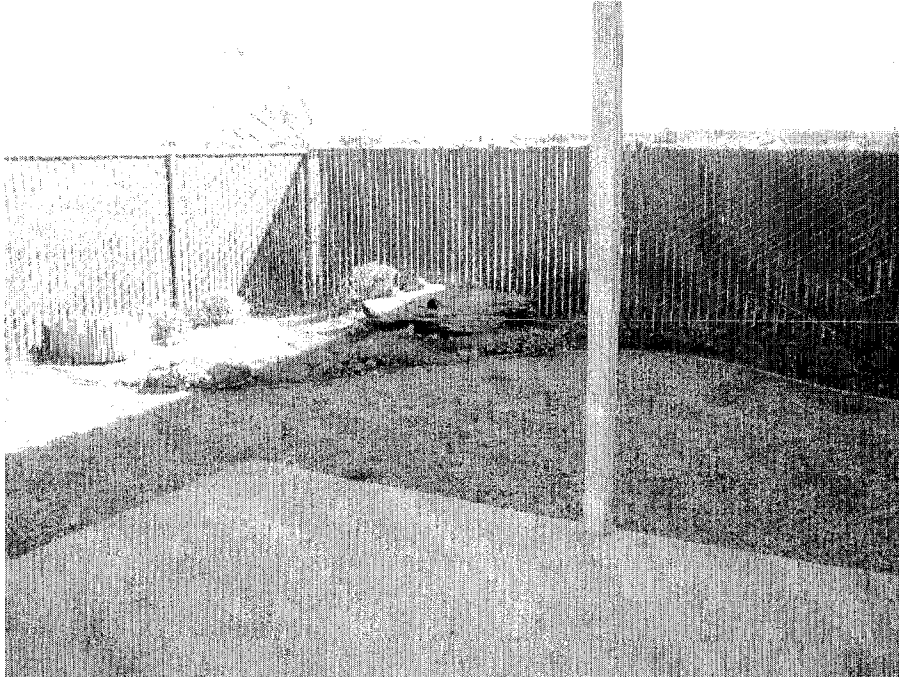
Regardless of Floor Plan, each home in Preston Park has an in-home laundry room with space for full sized washer and dryers, in addition to an added pantry closet and/or shelving unit.



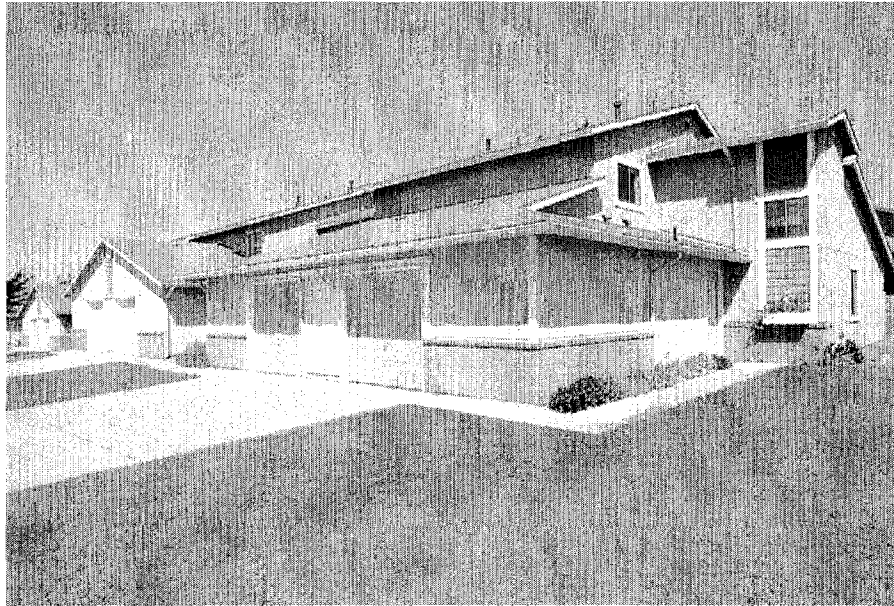
Additional storage space is located within each Single-car direct access attached garage. Storage shelving and an additional raised pad area add an abundance of extra storage area to this space.



Each home comes with an attached gated back yard. A covered patio area is included, as well as outside electrical outlets and a back yard water spigot for easy gardening.



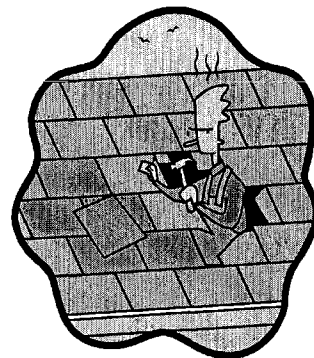
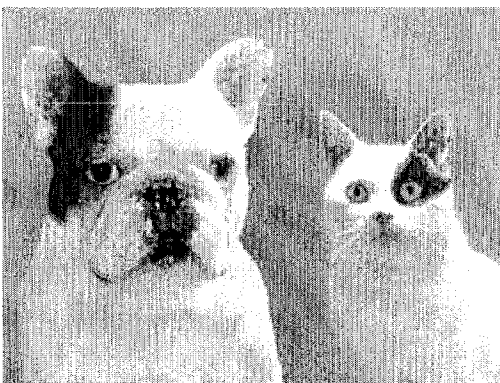
Preston Park boasts spacious front yard and open areas, and townhome style living to the majority of residents. Every residence has at least one dedicated driveway parking space in addition to their garage space. Multiple homes within the community have 2 or 3 car length driveways.



Exterior landscaping is maintained by the property, and multiple outdoor basketball and playground facilities are located within the community.

Our newly updated Community Center is available for all residents to utilize for private parties, free of cost.

We are a Pet Friendly Community and allow cats and dogs up to 50 pounds (Breed Restriction apply) with a maximum of 2 pets per household. Our Maintenance Team is available for emergency requests 24-hours a day.



FORT ORD REUSE AUTHORITY BOARD REPORT

OLD BUSINESS

Subject: FY 2013/14 Capital Improvement Program

Meeting Date: June 21, 2013

Agenda Number: 9a

ACTION

RECOMMENDATION:

Adopt the Fiscal Year 2013/14 (FY 13/14) Fort Ord Reuse Authority (FORA) Capital Improvement Program (CIP), **Attachment A**.

BACKGROUND/DISCUSSION:

At the May 2013 FORA Board meeting, staff presented an overview, background and key elements of the FORA CIP. Those elements include: 1) Transportation/Transit; 2) Water Augmentation; 3) Habitat Management; 4) Fire Fighting Enhancement; and, 5) Building Removal. Staff described the tables that outlined expected revenue and expenditure streams based on forecasts received from the land use jurisdictions and their developers, as modified by FORA staff and consultants. Board members raised questions on the following topics:

Eastside Parkway: Remains the number one FORA Board priority transportation project, however, is not feasible to receive funding at this time due to several factors:

1. The roadway lies within land that is part of the Environmental Services Cooperative Agreement (ESCA) and has not been approved for transfer by State regulatory agencies. This is not projected to occur until 2014/15. Facilitating construction prior to transfer would require a cost-prohibitive ESCA regulatory review process.
2. FORA does not foresee collecting \$16.8M to fund construction in the next fiscal year.
3. Eastside Parkway connectivity is dependent on an overall traffic network including Inter-Garrison Road, Eucalyptus Road and a portion of Gigling Road. Collective project costs exceed \$25M.

Once the ESCA is complete, and a substantial portion of the project cost has been collected, FORA would proceed with the California Environmental Quality Act (CEQA) process. It is not advisable to prepare CEQA documents until the project is construction ready to ensure the documents are current and do not expire. It is for these reasons FY2013/14 funding has been programmed to:

1. Davis Road Bridge Replacement – Monterey County has secured a grant for this project and the programmed funds serve as a local match.
2. South Boundary Road – Project cost is within grant range and it is projected that the amount of funding needed for a local match will be collected. Early funding for this project includes grant application preparation. Construction would not occur until the Habitat Conservation Plan is near finalization.
3. Highway 68 Operational Improvements – The Transportation Agency for Monterey County (TAMC) advanced FORA's portion of funding for this project to Monterey County as lead agency. TAMC has prepared a reimbursement agreement with FORA and the County that allows FORA's portion of project costs to be reimbursed to TAMC – currently identified in the Capital Improvement Program at \$312,205. The improvements included operational and intersection improvements on Highway 68 at San Benancio and Corral de Tierra.
4. Transit Vehicle Purchase/Replace – To meet the growing need for transit service to former Fort Ord developments, Monterey Salinas Transit requested funding in the upcoming fiscal years to purchase transit vehicles. In the 2012/13 CIP, this project was programmed to receive funding in 2012/13 through 2017/18.

Building Removal: The FORA Board established policy regarding building removal obligations with the adoption of the FY 2000/01 CIP. That policy defines FORA obligations and has been sustained since

Draft

FY 2013/14
Capital Improvement Program
to the
June 21, 2013 meeting of the
FORA Board of Directors

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I. EXECUTIVE SUMMARY

The Fort Ord Reuse Authority ("FORA") Capital Improvement Program ("CIP") ~~describes mitigation obligations from the was created in 2001 to comply with and monitor mitigation obligations from the~~ 1997 Fort Ord Base Reuse Plan ("BRP"). ~~The BRP includes These~~ mitigation obligations are described in the BRP Appendix B as the Public Facilities Implementation Plan ("PFIP"). ~~The PFIP serves as the reuse plan which was the initial capital programming~~ baseline. ~~The CIP is a policy approval mechanism for the ongoing BRP mitigation requirements as well as other capital improvements established by FORA Board policy decisions.~~ ~~and~~ The CIP is re-visited annually by the FORA Board to assure that projects are implemented on a timely basis. ~~The PFIP spans a twenty-year development horizon (1996-2015) predicated upon best at the time reuse forecasts.~~

~~The current This~~ (FY 2012/13 - FY 2021/22) ("Post-FORA") CIP document has been updated with ~~the most current~~ reuse forecasts, ~~as anticipated~~ by the FORA land use jurisdictions ~~and adjusted to reflect staff analysis and Board policies.~~ ~~New Adjusted~~ annual forecasts are enumerated in the CIP Appendix B, Table 4. ~~Forecasted capital project timing is contrasted with FY 2012/13 adopted timing, outlining adjustments.~~ ~~Based upon current information, capital project "placement in time" has been contrasted with last year's programming, showing minor adjustments. The reader's attention is directed to See~~ Tables 2 & 3, ~~depicting demonstration~~ CIP project forecasts.

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Current State law sets FORA's sunset on June 30, 2020~~14~~ (or when 80% of the BRP has been implemented, whichever occurs first) ~~the sunset is either of which is~~ prior to the ~~2021/22~~ Post-FORA CIP end ~~date~~. The revenues and obligations ~~herein may need to forecasts will~~ be addressed ~~in 2018~~ under ~~State Law and will likely require significant coordination with~~ the Local Agency Formation Commission ~~if FORA is dissolved.~~

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1) Periodic CIP Review and Reprogramming

~~Recovery forecasting is impacted by the market. However, annual jurisdictional forecast updates remain the best method for CIP programming since timing of project implementation is the purview of the individual on-base FORA members. Consequently, FORA annually reviews and adjusts its jurisdiction forecast based CIP to reflect project implementation and market changes. The protocol for CIP review and reprogramming was adopted by the FORA Board on June 8, 2001. Appendix A, herein, defines how FORA and its member agencies review reuse timing to accurately forecast revenue. A March 8, 2010 revision incorporated additional protocol by which projects could be prioritized or placed in time. Once approved by the FORA Board, this CIP will set project priorities. The June 21, 2013 revision describes the method by which the "Fort Ord Reuse Authority's Basewide Community Facilities District ("CFD"), Notice of Special Tax Lien" is annually indexed.~~

~~In FY 2010/11, FORA contracted with Economic & Planning Systems ("EPS") to perform a review of CIP costs and contingencies (CIP Phase I Review), which resulted in a 27% across-the-board CFD/Developer Fee reduction in May 2011. Results of the Phase II Review resulted in a further 23.3% CFD/Developer Fee reduction. Those reductions are continued in this CIP. However, an increase of 2.8% as noted in the January Engineering News Record ("ENR") Construction Cost Index ("CCI") is applied across the Board to developer fees to keep pace with inflationary construction cost factors (as described in Appendix A).~~

~~Due to the uncertainty of reuse forecasting, annual updates are the best method for keeping the CIP current. Consequently, FORA annually reviews and adjusts its CIP to reflect project implementation and market changes. A protocol for the review and reprogramming of the CIP was approved by the FORA Board on June 8, 2001. Appendix A, herein, defines how FORA and its Member Agencies review reuse timing to accurately reflect revenue for mitigation projects. A~~

~~March 8, 2010 revision incorporated additional protocol by which projects could be prioritized or placed in time. Once approved by the FORA Board, this CIP as revised will affirm project priorities.~~

~~May 2011 saw 27% across the board Community Facilities District ("CFD")/ Developer Fee reductions; sustained in this CIP. Future CIP adjustments will follow completion of the Board directed developer fee study - Phase II.~~

2) CIP Costs

The cost assigned to individual CIP elements were first estimated in May 1995 and published in the draft 1996 BRP. ~~This current CIP has inflated costs to January 2012, applying the Engineering News Record ("ENR") Construction Cost Index ("CCI") factor of inflation. Costs have been adjusted to reflect actual changes in construction expenses noted in contracts awarded on the former Fort Ord and to reflect the ENR CCI inflation factors. This continues to be a routine procedure each year has been applied annually since the adoption of the CIP - excepting 2011, at Board direction. However, it is expected, according to the Phase II of the developer fee study just completed, that the recently adopted formulaic fee review will be applied and submitted for FORA Board consideration in spring 2014, will likely produce a formulaic approach to costs estimating, and potentially revenues, for Board consideration.~~

3) CIP Revenues

The primary CIP revenue sources are CFD fees, developer fees, and land sale/lease proceeds. These primary sources are augmented by loans, property taxes, tax increment revenue, and grants which is the subject of discussion for future years. ~~The CFD has been adjusted annually to account for inflation, with an annual cap of 5%. Developer fees were established under FORA policy to govern fair share contributions to the basewide infrastructure and capital needs. The CFD implements a portion of the developer fee policy and is restricted by State Law to paying for mitigations described in the BRP Final Environmental Impact Report ("FEIR"). The FORA CFD developer fee policy accommodates pays CIP costs including for Transportation/Transit projects, Habitat Management obligations, Water Augmentation, Storm Drainage System improvements and Fire Fighting Enhancement improvements. The FORA developer fee policy is predominantly implemented by the basewide CFD, adopted in 2001. The CFD has been adjusted annually to account for inflation, with an annual cap of 5%. Land sale (and lease) proceeds are earmarked to cover costs associated with the Building Removal Program, and management, operations and oversight. Some land sale/lease revenues have been advanced to match grants for developer fee obligations and remain an outstanding obligation of the developer fee component.~~

Appendix B herein contains a tabulation of the proposed developments with their corresponding fee and land sale revenue forecasts. Capital project obligations are balanced against forecasted revenues on Table 3 of this document.

4) Projects Accomplished to Date

FORA has actively implemented capital improvement projects since 1995. As of this writing, FORA has ~~successfully~~ completed approximately:

- a) \$750M in roadway improvements, including underground utility installation and landscaping, predominantly funded by US Department of Commerce - Economic Development Administration ("EDA") grants (with FORA paying any required local match), FORA CFD fees, loan proceeds, payments from participating jurisdictions/agencies, tax increment, and a FORA bond issue... ~~\$63M was applied directly against FORA obligations and \$7M funded capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems. In addition to the \$70M in capital improvements, close to \$6M has been expended against~~

- b) [\\$75M in munitions and explosives of concern cleanup on the 3.3K acres of former Fort Ord Economic Development Conveyance property, funded by a U.S. Army grant.](#)
- ~~b)c) \$29M in building removal at the Dunes on Monterey Bay, East Garrison, and Imjin Parkway and Imjin Office Park sites.~~
- e)d) [\\$10M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, Water Augmentation obligations, and Fire Fighting Enhancement.](#)

Section III provides detail regarding how completed projects offset FORA basewide obligations. As revenue is collected and offsets obligations, they will be enumerated in Tables 1 and 3.

[This CIP provides the FORA Board, Administrative Committee, Finance Committee, jurisdictions, and the Monterey Regional Public with a comprehensive overview of the Capital programs and expectations involved in the former Fort Ord recovery programs. As well, the CIP offers a basis for annually reporting on FORA's compliance with its environmental mitigation obligations and policy decisions by the FORA Board. It is also accessed on the FORA website at: \[www.fora.org\]\(http://www.fora.org\).](#)

II. OBLIGATORY PROGRAM OF PROJECTS – DESCRIPTION OF CIP ELEMENTS

As noted in the Executive Summary, obligatory CIP elements include Transportation/Transit, Water Augmentation, Storm Drainage, Habitat Management, Fire Fighting Enhancement and Building Removal. The first five elements noted are to be funded by CFD fees. Land sale ~~(and lease)~~ proceeds are earmarked to fund the Building Removal Program [to the extent of FORA's building removal obligation. Beyond that obligation, land sale proceeds may be allocated to CIP projects by the FORA Board.](#) Summary descriptions of each CIP element follow:

a) Transportation/Transit Elements

During the preparation of the BRP and associated FEIR, the Transportation Agency for Monterey County ("TAMC") undertook a regional study (The Fort Ord Regional Transportation Study, July 1997) to assess Fort Ord development impacts on the study area (North Monterey County) transportation network.

When the BRP and accompanying FEIR were adopted by the Board, the transportation and transit obligations as defined by the TAMC Study were also adopted as mitigations to ~~the~~ [traffic impacts resulting from](#) development under the BRP.

The FORA Board subsequently included the Transportation/Transit element (obligation) as a requisite cost component of the adopted CFD. As implementation of the BRP continued, it became timely to coordinate with TAMC for a review and reallocation of the FORA financial contributions that appear on the list of transportation projects for which FORA has an obligation.



General Jim Moore Boulevard at Hilby Avenue; one of three intersections upgraded/opened in the City of Seaside

Toward that goal, and following Board ~~action~~ [direction](#) ~~staff~~ to coordinate a work program with TAMC, FORA and TAMC entered into a cooperative agreement to move forward with ~~the~~ [re-evaluation of FORA's transportation obligations and related fee allocations](#). TAMC, working ~~in concert~~ with the Association of Monterey Bay Area Governments ("AMBAG") [and FORA, has since completed that re-evaluation, its work program with FORA.](#) TAMC's recommendations are enumerated in the "FORA Fee Reallocation Study" dated April 8, 2005; the date the FORA Board of Directors approved the study for inclusion in the FORA CIP. The complete study can be found online at www.fora.org, under the Documents menu.

~~FORA's TAMC's~~ work with ~~TAMC and~~ AMBAG and FORA resulted in ~~a the~~ refined list of FORA transportation obligations that are synchronous with the TAMC Regional Transportation Plan ("RTP"). Figure 1 illustrates the refined FORA transportation obligations that are further defined in Table 1. Figure 2 reflects completed transportation projects, remaining transportation projects with FORA as lead agency, and remaining transportation projects with others as lead agency.

Transit

The transit obligations enumerated in Table 1 remain unchanged from the 1997 TAMC Study and adopted BRP. However, current long range planning by TAMC and Monterey-Salinas Transit ("MST") reflect a ~~a preferred alternate route to for~~ the multi-modal corridor than ~~denoted what was presented~~ in the BRP, FEIR and previous CIPs. The BRP currently provides for a multi-modal corridor along ~~the~~ Imjin Parkway/Blanco Road ~~corridor~~ serving to and from the Salinas area to the TAMC/MST intermodal center planned ~~in the Dunes on Monterey Bay at 8th Street and 1st Avenue area~~ in the City of Marina portion of the former Fort Ord. Long range planning for transit service focuses on the alternative Intergarrison/Reservation/Davis Roads corridor to fulfill transit service needs between the Salinas area and ~~the proposed intermodal center in the Dunes on Monterey Bay area~~ Peninsula cities and campuses.

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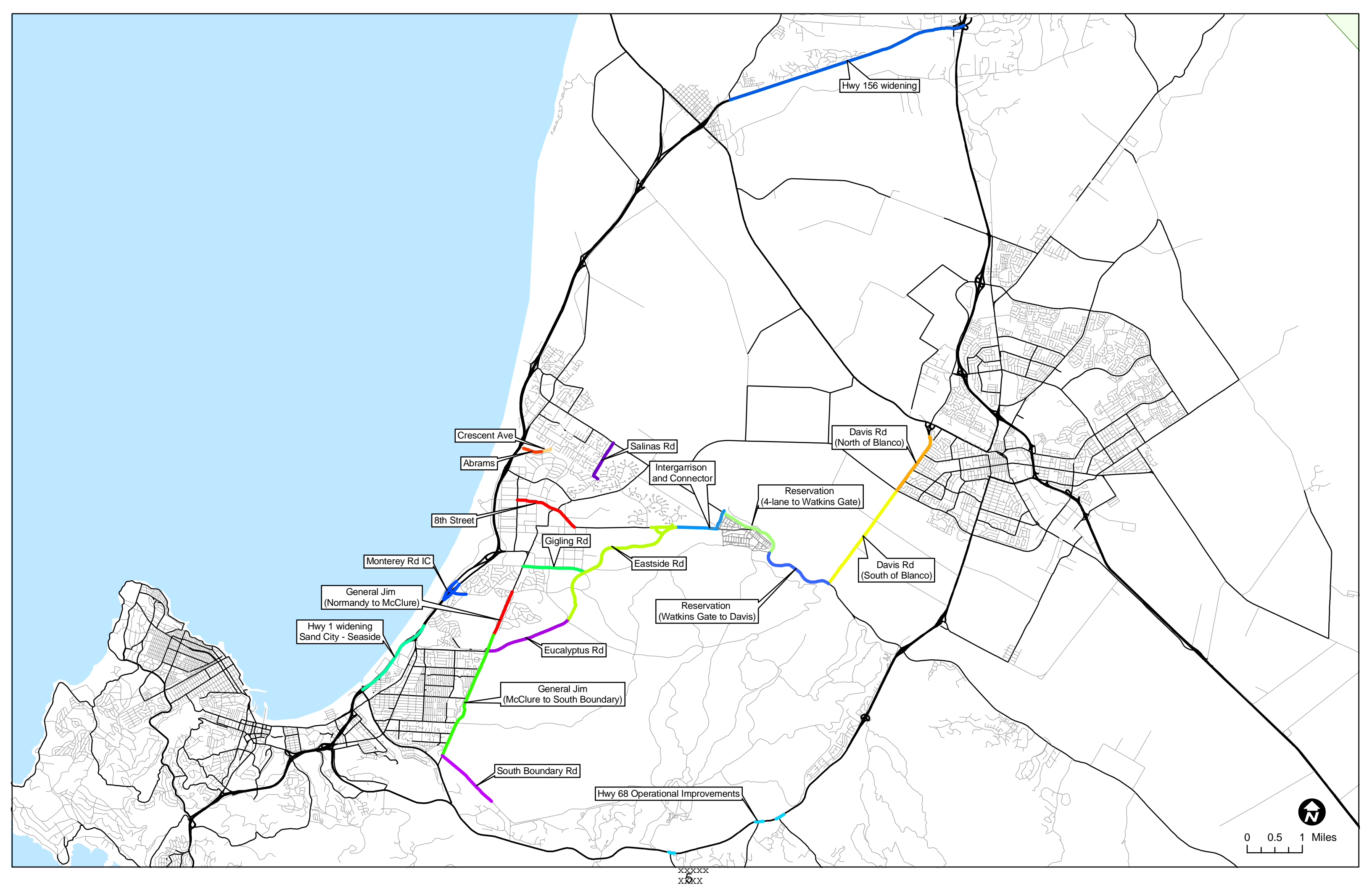
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A series of stakeholder meetings have been conducted to advance adjustments and refinements to the proposed multi-modal corridor plan-line. Stakeholders include, but are not limited to, TAMC, MST, FORA, City of Marina, Monterey County, California State University Monterey Bay, and the University of California Monterey Bay Education, Science and Technology Center ~~and Golden Gate University~~. The stakeholders completed a Memorandum of Agreement ("MOA") outlining the new alignment of the multi-modal transit corridor plan line in February 2010. Since all stakeholders have signed the MOA, the FORA Board designated the new alignment and rescinded the original alignment on December 10, 2010.

Lead Agency Status

FORA has served as lead agency in accomplishing the design, environmental approval and construction activities for all capital improvements considered basewide obligations under the BRP and this CIP. As land transfers continue and development gains momentum, certain basewide capital improvements will be advanced by the land use jurisdictions and/or their developers.

As of this writing, reimbursement agreements are in place with Monterey County and the City of Marina for several ~~requisite FORA CIP~~ transportation projects. Other like agreements may be structured as development projects are implemented and those agreements will be noted for the record ~~herein~~.



Hwy 156 widening

Crescent Ave

Abrams

Salinas Rd

Intergarrison and Connector

Davis Rd (North of Blanco)

8th Street

Gigling Rd

Eastside Rd

Reservation (4-lane to Watkins Gate)

Monterey Rd IC

General Jim (Normandy to McClure)

Hwy 1 widening Sand City - Seaside

Eucalyptus Rd

Reservation (Watkins Gate to Davis)

General Jim (McClure to South Boundary)

Davis Rd (South of Blanco)

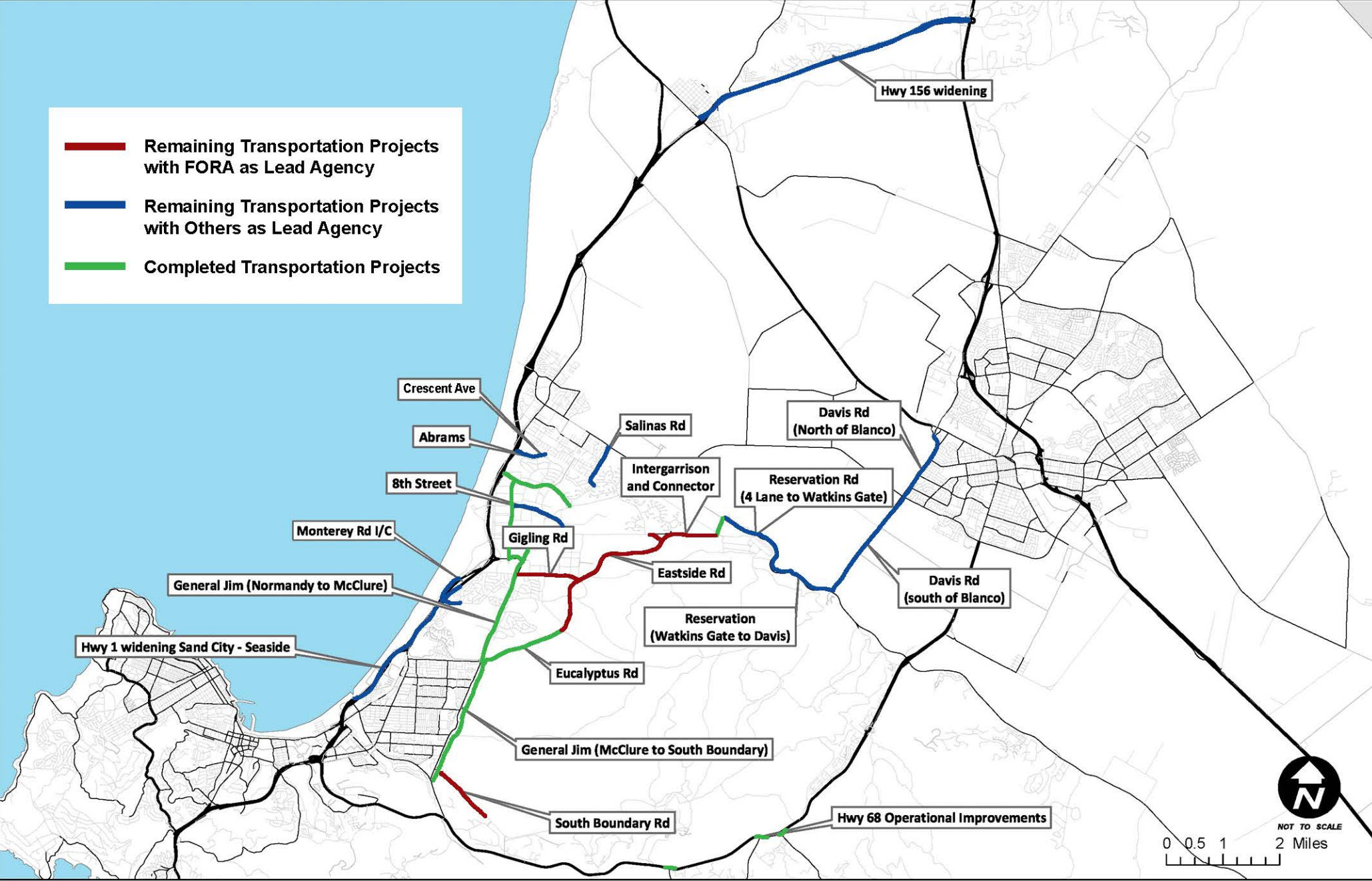
South Boundary Rd

Hwy 68 Operational Improvements

0 0.5 1 Miles



- Remaining Transportation Projects with FORA as Lead Agency
- Remaining Transportation Projects with Others as Lead Agency
- Completed Transportation Projects



b) Water Augmentation

The Fort Ord BRP identifies availability of water as a resource constraint. The BRP anticipated build out development density utilizes the 6,600 acre-feet per year ("AFY") of available groundwater supply, as described in BRP Appendix B (PFIP section p 3-63). In addition to groundwater supply, the BRP ~~requires~~ assumes an estimated 2,400 AFY augmentation to achieve the permitted development level as reflected in the BRP (Volume 3, figure PFIP 2-7).

FORA has ~~worked—contracted~~ with Marina Coast Water District ("MCWD") to implement ~~an appropriate~~ water augmentation program. Following a comprehensive two-year process of evaluating viable options for water augmentation, the MCWD Board of Directors certified, in October 2004, a program level Environmental Impact Report ("EIR") analyzing three potential augmentation projects. The projects included a desalination project, a recycled water project and a hybrid project (containing components of both recycled water and desalination water projects). The EIR is available for review on the Internet at www.mcwd.org (under the Engineering tab).

In June 2005, MCWD staff and consultants, working in concert with FORA staff and Administrative Committee, recommended the hybrid project to the FORA and MCWD Boards of Directors. Additionally, ~~FORA it was staff recommended increasing that~~ FORA-CIP water augmentation funding ~~from the 2005 indexed \$20M value to approximately \$37M, removing~~ be increased by an additional \$17M from the MCWD capital improvement program to to avert additional burden on rate payers due to increased capital costscapital charge increases.

Subsequently, several factors required reconsideration of the water augmentation program. Those factors included increased augmentation program project costs (as designs were refined); MCWD and the Monterey Regional Water Pollution Control Agency ("MRWPCA") negotiations regarding the recycled component of the project were not accomplished ~~by summer 2008~~ in a timely manner; and the significant economic downturn (2008-2012). These factors deferred the need for the augmentation program and provided an opportunity to consider the alternative "Regional Plan" as the preferred project for the water augmentation program.

At the April 2008 FORA Board meeting, the Board endorsed the Regional Plan as the preferred plan to deliver the requisite 2,400 AFY of augmenting water to the 6,600 AFY groundwater entitlements. Since that time, the Regional Plan ~~has been~~ was designated by the State Public Utilities Commission as the preferred environmental alternative and an agreement in principal to proceed entered into by Cal-Am, MCWD and MRWPCA. ~~The Regional Project is in abeyance and has been subject to settlement negotiations for the past year. It is~~ This agreement is no longer in effect and unlikely that it to would proceed under the present circumstances. MCWD is still contractually obligated to provide an augmented source for the former Fort Ord as distinct from the Regional Project. The proposed CIP defaults to the prior Board approved 'hybrid' project that MCWD has performed CEQA for and is contractually required to implement.

c) Storm Drainage System Projects

The adopted BRP recognized the need to eliminate the discharge of storm water runoff from the former Fort Ord to the Monterey Bay National Marine Sanctuary ("Sanctuary"). In addition, the BRP FEIR specifically addressed the need to remove the four storm water outfalls that discharged storm water runoff to the Sanctuary.

Section 4.5 of the FEIR, Hydrology and Water Quality, contains the following obligatory Conservation Element Program: ***"Hydrology and Water Quality Policy, C-6: In support of Monterey Bay's National Marine Sanctuary designation, the City/County shall support all actions required to ensure that the bay and inter-tidal environment will not be adversely affected, even if such actions should exceed state and federal water quality requirements."***

"Program C-6.1: The City/County shall work closely with other Fort Ord jurisdictions and the (California Department of Parks and Recreation) ("CDPR") to develop and implement a plan for storm

water disposal that will allow for the removal of the ocean outfall structures and end the direct discharge of storm water into the marine environment. The program must be consistent with State Park goals to maintain the open space character of the dunes, restore natural land forms and restore habitat values."

With these programs/policies in mind, FORA and the City of Seaside, as co-applicants, secured EDA grants to ~~advance~~ assist in funding the design and construction of alternative disposal (retention) systems for storm water runoff that allowed for the removal of the outfalls. FORA ~~advanced~~ completed the construction and demolition project, ~~with the work having been completed~~ as of January 2004. Table 3 ~~herein therefore~~ reflects this obligation ~~as~~ having been met.

In the future, following build-out of on-site storm water disposal facilities, FORA or its successor will remove, restore and re-grade the current, interim disposal sites on CDPR lands. The cost of this restoration is presented as a CIP contingency.



Storm drainage outfall removal – Before and After

d) Habitat Management Requirements

The BRP Appendix A, Volume 2 contains the Draft Habitat Management Program ("HMP") Implementing ~~ation~~ Management Agreement. This Management Agreement defines the respective rights and obligations of FORA, its ~~Member~~ Agencies, California State University and the University of California with respect to implementation of the HMP. For the HMP to be implemented to allow FORA and its member agencies to meet the requirements of the Endangered Species Act, the California Endangered Species Act, and other statutes, the US Fish & Wildlife Service ("USFWS") and the California Department of Fish & Wildlife ("CDFW") must also approve the Fort Ord Habitat Conservation Plan ("HCP") and its funding program, as paid for and caused to be prepared by FORA.

The funding program is predicated on an earnings rate assumption acceptable to USFWS and CDFW for endowments of this kind, and economies of scale provided by unified management of the Cooperative's (the future HCP Joint Powers Authority) habitat lands by qualified non-profit habitat managers. The Cooperative will secure the services of appropriately experienced habitat manager(s) via a formal selection process. FORA will not control expenditure of the annual line items, but merely fund the endowment, and the initial and capital costs, to the agreed upon levels.

FORA has provided upfront funding for management, planning, capital costs and HCP preparation. In addition, FORA has ~~earmarked~~ dedicated \$1 out of every \$4 collected in development fees to build to a total endowment of principal funds necessary to produce an annual income sufficient to carry out required habitat management responsibilities in perpetuity. The original estimate was developed by an independent consultant retained by FORA and totaled \$6.3M.

Based upon recent conversations with the regulatory agencies, it has become apparent that the Habitat Management obligations will increase beyond the costs noted above. Therefore, this

document contains a ~~± \$379.56M~~ line item of forecasted requisite expenditures. As part of the FY 2010-11 Phase I FORA CIP Review process conducted by EPS, TAMC and FORA, at the FORA Board's April 8, 2011 direction, included ~~\$1819.2.8 million~~ ~~has been held~~ as a CIP contingency for additional habitat management costs should the assumed earnings rate for the ~~\$37.6 million~~ endowment be less than the current 4.5% assumption. USFWS and CDFG are the final arbiters as to what the final endowment amount will be, with input from FORA and its contractors/consultants. It is expected that the final endowment amount will be agreed upon in the upcoming fiscal year ~~as part of the Phase II CIP Review Study.~~

e) Fire Fighting Enhancement Requirements

In July 2003, the FORA Board authorized FORA to lease-purchase five pieces of fire-fighting equipment, including four fire engines and one water tender to supplement the equipment of existing, local fire departments. The equipment recipients included the Cities of Marina, Monterey and Seaside, the Ord Military Community Fire Department and the Salinas Rural Fire Department.



Fire engines received by Fire Departments in the Cities of Marina, Monterey and Seaside and the Ord Military Community were utilized during the Parker Flats habitat burn in 2005

This lease purchaseing of equipment accommodateds FORA's capital obligations under the BRP to enhance the fire fighting capabilities on the former Fort Ord in response to ~~the~~ proposed development. The lease payments began July 2004, and ~~are projected to will~~ be paid through FY 2013/14. Once the lease payments, funded by developer fees, have been satisfied, FORA's obligation for fire-fighting enhancement will have been fully met.

f) Building Removal Program

As a base-wide obligation, the BRP includes the removal of building stock to make way for redevelopment in certain areas of the former Fort Ord. As per Board direction, building removal is funded ~~from by~~ land sale revenue and/or credited against land sale valuation. Two MOAs have been finalized for these purposes, as described below:

In August 2005 FORA entered into an MOA with the City of Marina Redevelopment Agency and Marina Community Partners ("MCP"), assigning FORA \$46M in building removal costs within the Dunes on Monterey Bay project area and MCP the responsibility for the actual removal. FORA paid \$22M and MCP received credits of \$24M for building removal costs against FORA's portion of the land sale proceeds. FORA's ~~B~~building removal obligation was completed as ~~directed-agreed~~ by the City of Marina and MCP in 2007.

In February 2006 FORA entered into an MOA with Monterey County, the Monterey County Redevelopment Agency and East Garrison Partners ("EGP"). In this MOA, EGP agreed to undertake FORA's responsibility for removal of certain buildings in the East Garrison ~~s~~pecific ~~p~~plan ~~area~~ for which they received a credit of \$2.1M against FORA's portion of land sale proceeds. Building removal in the East Garrison project area is now complete. Since this agreement was made, the property was acquired by a new entity who is complying with the financial terms of the MOA.

~~In these agreements, the hierarchy of building reuse is observed—the FORA Board policy that prioritizes the most efficient reuse of obsolete buildings by focusing on renovation and reuse in place; relocation and renovation; deconstruction and reuse of building materials; and, mechanical demolition with aggressive recycling.~~

FORA's remaining building removal obligations include the former Fort Ord stockade within the City of Marina (± \$2.2M) and buildings in the City of Seaside's Surplus II area (± \$3.9M). In 2011, FORA, at the direction of the ~~e~~City of Seaside, removed a building in the Surplus II area which reduced FORA's

financial obligation by \$100,000. FORA will continue to work closely with the Cities of Marina and Seaside as new specific plans are prepared for those areas.

Since 1996 FORA has been aggressively reusing, redeveloping, and/or deconstructing former Fort Ord buildings in environmentally sensitive ways to reuse or reclaim significant building materials. FORA has worked closely with the regulatory agencies and local contractors to safely abate hazardous materials, maximize material reuse and recycling, and create an educated work force that can take advantage of the jobs created on Fort Ord. FORA, CSUMB and the jurisdictions continue to leverage the accumulated expertise and experience and focus on environmentally sensitive reuse, removal of structures, and recycling remnant structural and site materials, while applying lessons learned from past FORA efforts to "reduce, reuse and recycle" materials from Fort Ord structures as described in Appendix C.

g) Water and Wastewater Collection Systems

Following a competitive selection process in 1997, the FORA Board approved MCWD as the purveyor to own and operate water and wastewater collection systems on the former Fort Ord. By agreement with FORA, MCWD is tasked to assure that a Water and Wastewater Collection Systems Capital Improvement Program is in place and implemented to accommodate repair, replacement and expansion of the systems. To provide uninterrupted service to existing customers and to track with system expansion to keep pace with proposed development, MCWD and FORA staff ~~continue to~~ coordinate system(s) needs with respect to anticipated development. MCWD is ~~fully~~ engaged in the FORA CIP process, and adjusts its program ~~for the noted systems to be~~ coincident with the FORA CIP.

In 1997, the FORA Board established a Water and Wastewater Oversight Committee ("WWOC"), which serves in an advisory capacity to the Board. A primary function of the WWOC is to meet and confer with MCWD staff in the development of operating and capital budgets and the corresponding customer rate structures. Annually at budget time, the WWOC and FORA staff prepare recommended actions for the Board's consideration with respect to budget and rate approvals. This process provides ~~the proper~~ tracking mechanism to assure that improvements to, and expansion of, the systems are in sequence with development needs. Capital improvements for system(s) operations and improvements are funded by customer rates, fees and charges. Capital improvements for the system(s) are approved on an annual basis by the MCWD and FORA Boards ~~as outlined above~~. Therefore, the water and wastewater capital improvements are not duplicated in this document.

h) Property Management and Caretaker Costs

During the FORA CIP Review process in FY 10/11, FORA jurisdictions expressed concern over accepting 1,200+ acres of former Fort Ord ~~habitat~~ properties without sufficient resources to manage them. Since the late 1990's, FORA carried a CIP contingency line item for "caretaker costs." ~~The recent~~ The EPS CIP Phase I Study Review identified \$16M in FORA CIP contingencies to cover such costs. These obligations are not BRP required CEQA mitigations, but are considered basewide obligations (similar to FORA's additional water augmentation program contribution and building removal obligation). In order to reduce contingencies, this \$16M item was excluded from the CIP cost structure used as the original basis for the 2011-12 CFD Special Tax fee reductions.

However, the Board recommended that a "Property Management/Caretaker Costs" line item be added as an obligation to cover basewide property management costs, should they be demonstrated. ~~\$20,000 was a property management/caretaker expense in FY 11/12, which was FORA's contribution to the Fort Ord Regional Habitat Area Master Plan effort.~~

As a result of EPS's CIP Review – Phase II Study analysis in FY 11/12 and FY 12/13, FORA has agreed to reimburse its five member jurisdictions up to \$660,000 in annual funding for these expenses based on past experience, provided sufficient land sales revenue is available and jurisdictions are able to demonstrate property management/caretaker costs. These expenses are shown in Table 4 – Land

[Sales as a deduction prior to net land sales proceeds.](#) The ~~remaining~~ expenses in this category (FY 13/14 through FY 21/22) are planning numbers and are not based on identified costs.

III. FY 2012/2013 THROUGH 2021/22 CAPITAL IMPROVEMENT PROGRAM

Background Information/Summary Tables

Table 1 graphically depicts fiscal offsets of completed projects that have reduced ~~the~~ BRP obligations. Since 1995, FORA has advanced approximately \$750M in capital projects and BRP obligations. These projects have been predominantly funded by EDA grants, loan proceeds and developer fees. Developer fees ~~should begin transitioning to the forefront as are~~ the primary funding source for FORA to continue meeting its mitigation obligations under the BRP. Table 1 includes fiscal offsets inclusive of not only completed projects, but also funded projects to-be-completed during the course of the next fiscal year. As previously noted, ~~the~~ work concluded ~~by-in conjunction with~~ TAMC and AMBAG ~~has~~ resulted in modification of transportation obligations, for consistency with current transportation planning at the regional level.

Table 2 details current TAMC recommendations that are compatible with the RTP, and "time places" obligations over the CIP time horizon.

A summary of the CIP project elements and their forecasted costs and revenues are presented in Table 3. Annual updates of the CIP will continue to contain like summaries and ~~will~~ account for funding received and applied against required projects.

[Table 4, Community Facilities District Revenue, reflects forecasted annual revenue from CFD fee collection. On an annual basis, FORA requests updated development forecasts from its member agencies as a component of FORA's CIP preparation process. The five land use jurisdictions and other agencies with land use authority on former Fort Ord provide updated development forecasts for Table A1: Residential Annual Land Use Construction and Table A2: Non-Residential Annual Land Use Construction \(Appendix B\). FORA staff reviews the submitted development forecasts to ensure that BRP resource limitations are met \(i.e. 6,160 New Residential Unit limit, etc.\). FORA staff may make adjustments to the forecasts based on past experience. In previous years, jurisdictions' forecasts have been overly optimistic. As a result, FORA staff included development forecasts as submitted for FY 13-14, but reduced forecasted development by 50% in FY 14-15 through FY 19-20 and placed the remaining 50% of the forecasts in the Post-FORA column at the end of the time horizon.](#)

[FORA staff applied the anticipated FORA CFD special tax/Development Fee Schedule rates as of July 1, 2013 to the forecasted development to produce Table 4 – Community Facilities District Revenue projections \(see Appendix A for more information\).](#)

[Table 5 - Land Sale Revenue reflects land sales projections resulting from EPS's CIP Review – Phase II Study. EPS projected future FORA land sales through June 30, 2020. EPS's land sales projections are shown in Table D-2 included in Attachment A to Item 7c CIP Review – Phase II Study, May 10, 2013 FORA Board Packet. For this FY 13-14 CIP, FORA staff based its land sale revenue forecasts using the same underlying assumptions as Table D-2. Using past land sales transactions on former Fort Ord where FORA received 50% of the proceeds, EPS determined an underlying land value of \\$180,000 per acre of land. This value was applied to future available development acres to forecast land sale revenue, assuming the land sale would precede actual development by two years. Similar to Table 4 – CFD Revenue forecasts, FORA staff reduced the forecasted land sales revenue by 50% in FY 13-14 through FY 19-20 and placed the remaining 50% of the forecasts in the Post-FORA column at the end of the time horizon. As in Table D-2, FORA staff calculated FORA's 50% share of the projected land sales proceeds, then deducted estimated caretaker costs, FORA costs, and other obligations \(Initiatives, Petitions, etc.\) from the land sales revenue projections. Finally, FORA staff applied a discount rate of 5.3% prior to determining net FORA land sales proceeds.](#)

CAPITAL IMPROVEMENT PROGRAM - OBLIGATORY PROJECT OFFSETS AND REMAINING OBLIGATIONS

Project #	Project Title	Project Limits	TAMC Reallocation Study 2005		FORA Offsets 2005-2013	FORA Remaining Afer Offsets	FORA Remaining Obligation Inflated
			TOTAL COST	FORA PORTION			
Regional Improvements							1,0280
R3	Hwy 1-Seaside Sand City	Widen highway 1 from 4 lanes to 6 lanes from Fremont Avenue Interchange south to the Del Monte Interchange	45,000,000	15,282,245	-	20,751,313	21,332,350
R10	Hwy 1-Monterey Rd. Interchange	Construct new interchange at Monterey Road	19,100,000	2,496,648	-	3,390,125	3,485,049
R11	Hwy 156-Freeway Upgrade	Widen existing highway to 4 lanes and upgrade highway to freeway status with appropriate interchanges. Interchange modification as needed at US 156 and 101	197,000,000	7,092,169	-	9,630,249	9,899,896
R12	Hwy 68 Operational Improvements	Operational improvements at San Benancio, Laureles Grade and at Corral De Tierra including left turn lanes and improved signal timing	9,876,000	223,660	-	303,701	312,205
Subtotal Regional			270,976,000	25,094,722	-	34,075,388	35,029,499
Off-Site Improvements					-		
1	Davis Rd n/o Blanco	Widen to 4 lanes from the SR 183 bridge to Blanco	3,151,000	506,958	-	688,383	707,658
2B	Davis Rd s/o Blanco	Widen to 4 lanes from Blanco to Reservation; Build 4 lane bridge over Salinas River	22,555,000	8,654,502	280,000	11,456,309	11,777,085
4D	Widen Reservation-4 lanes to WG	Widen to 4 lanes from existing 4 lane section East Garrison Gate to Watkins Gate	10,100,000	3,813,916	476,584	4,618,511	4,747,829
4E	Widen Reservation, WG to Davis	Widen to 4 lanes from Watkins Gate to Davis Rd	5,500,000	2,216,321	-	3,009,477	3,093,742
8	Crescent Ave extend to Abrams	Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2)	906,948	906,948	-	1,231,518	1,266,001
Subtotal Off-Site			42,212,948	16,098,645	756,584	21,004,198	21,592,315
On-Site Improvements							
FO2	Abrams	Construct a new 2-lane arterial from intersection with 2nd Ave easterly to intersection with Crescent Court extension	759,569	759,569	-	1,031,396	1,060,275
FO5	8th Street	Upgrade/construct new 2-lane arterial from 2 nd Ave to Intergarrison Rd	4,340,000	4,340,000	-	5,853,541	6,017,440
FO6	Intergarrison	Upgrade to a 4-lane arterial from Eastside Rd to Reservation	4,260,000	4,260,000	1,559,469	3,968,783	4,079,909
FO7	Gigling	Upgrade/Construct new 4-lane arterial from General Jim Moore Blvd easterly to Eastside Rd	5,722,640	5,722,640	353,510	7,336,934	7,542,368
FO9B (Ph-II)	GJM Blvd-Normandy to McClure	Widen from 2 to 4 lanes from Normandy Rd to McClure	24,065,000	24,065,000	6,252,156	-	-
FO9B (Ph-III) [1]	GJM Blvd-s/o McClure to s/o Coe	Widen from 2 to 4 lanes from McClure to Coe			3,476,974	-	-
FO9C	GJM Blvd-s/o Coe to S Boundary	Widen from 2 to 4 lanes from s/o Coe to South Boundary Rd			13,375,935	959,935	986,813
FO11	Salinas Ave	Construct new 2 lane arterial from Reservation Rd southerly to Abrams Dr	3,038,276	3,038,276	-	4,125,586	4,241,102
FO12	Eucalyptus Rd	Upgrade to 2 lane collector from General Jim Moore Blvd to Eastside Rd to Parker Flats cut-off	5,800,000	5,800,000	5,328,055	471,945	485,159
FO13B	Eastside Pkwy (New alignment)	Construct new 2 lane arterial from Eucalyptus Rd to Parker Flats cut-off to Schoonover Dr	12,536,370	12,536,370	510,000	16,488,852	16,950,540
FO14	S Boundary Road Upgrade	Upgrade to a 2 lane arterial, along existing alignment from General Jim Moore Blvd to York Rd	2,515,064	2,515,064	338,986	2,992,283	3,076,067
Subtotal On-Site			63,036,919	63,036,919	31,195,085	43,229,255	44,439,674
Transportation Totals			376,225,867	104,230,286	31,951,669	98,308,841	101,061,488
[1] Remaining construction may be phased in future CIP documents based on available funds and habitat/environmental clearance.							
Transit Capital Improvements							
T3	Transit Vehicle Purchase/Replace	15 busses	15,000,000	6,298,254	279,950	8,213,548	8,443,527
T22	Intermodal Centers	(PFIP T-31) includes 3 elements: 1. Intermodal Transportation Center @ 1st. Avenue South of 8th. Street 2. Park and Ride Facility @ 12th Street and Imjin, and 3. Park and Ride Facility @ 8th. Street and Gigling	3,800,000	4,786,673	-	6,499,682	6,681,673
Transit Totals			18,800,000	11,084,926	279,950	14,713,230	15,125,200
Transportation/Transit Totals			395,025,867	115,315,212	32,231,619	113,022,071	116,186,689
Previous Offsets 1995 - 2004							
1. Transportation/Transit - TAMC Study 1995							
FORA offsets against obligations for transportation/transit network per 1995 TAMC Study from 1995-2004. Funded by EDA grant funds, state and local matching funds, revenue bond proceeds, development fees.						32,235,648	
2. Storm Drainage System							
Retain/Percolate stormwater; eliminate discharge of stormwater to Monterey Bay Sanctuary. Project completed/financial obligation met in 2004. Funded by EDA grant proceeds.						1,631,951	
TOTAL CUMULATIVE OFFSETS AGAINST TRANSPORTATION/TRANSIT AND STORM DRAINAGE PROJECTS TO DATE						66,099,218	

CAPITAL IMPROVEMENT PROGRAM - TRANSPORTATION NETWORK AND TRANSIT ELEMENTS

Regional Improvements											
Proj#	Description	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
R3a	Hwy 1-Del Monte-Fremont-MBL							8,500,000	12,832,350	21,332,350	R3
R10	Hwy 1-Monterey Rd. Interchange					3,485,049				3,485,049	R10
R11	Hwy 156-Freeway Upgrade						7,040,447	2,859,449		9,899,896	R11
R12	Hwy 68 Operational Improvements	312,205								312,205	R12
Subtotal Regional		312,205	-	-	-	3,485,049	7,040,447	11,359,449	12,832,350	35,029,499	

Off-Site Improvements											
Proj#	Description	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
1	Davis Rd north of Blanco		707,658							707,658	1
2B	Davis Rd south of Blanco	472,199	48,116		6,500,000		1,000,000		3,756,770	11,777,085	2B
4D	Widen Reservation-4 lanes to WG					3,019,397	1,728,432			4,747,829	4D
4E	Widen Reservation, WG to Davis		616,220	616,220	1,861,302					3,093,742	4E
8	Crescent Ave extend to Abrams		1,266,001							1,266,001	8
Subtotal Off-Site		472,199	2,637,995	616,220	8,361,302	3,019,397	2,728,432	-	3,756,770	21,592,315	

On-Site Improvements											
Proj#	Description	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
FO2	Abrams						1,060,275			1,060,275	FO2
FO5	8th Street		1,000,000	424,585	680,000	1,000,000	2,912,855			6,017,440	FO5
FO6	Intergarrison		4,063,240	16,669						4,079,909	FO6
FO7	Gigling		3,755,777	30,815					3,755,776	7,542,368	FO7
FO9C	GJM Blvd		986,813							986,813	FO9C
FO11	Salinas Ave		29,505						4,211,598	4,241,102	FO11
FO12	Eucalyptus Road			485,159						485,159	FO12
FO13B	Eastside Parkway		8,440,644	8,509,896						16,950,540	FO13B
FO14	South Boundary Road Upgrade	306,350	2,769,717							3,076,067	FO14
Subtotal On-Site		306,350	21,045,696	9,467,124	680,000	1,000,000	3,973,130	-	7,967,374	44,439,674	

Transportation Totals	1,090,754	23,683,691	10,083,344	9,041,302	7,504,446	13,742,009	11,359,449	24,556,494	101,061,488
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Transit Capital Improvements											
Proj#	Description	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
T3	Transit Vehicle Purchase/Replace	99,000	99,000	99,000	4,904,023		1,742,504	1,500,000		8,443,527	T3
T22	Intermodal Centers					5,654,374	1,027,299			6,681,673	T22
Subtotal Transit		99,000	99,000	99,000	4,904,023	5,654,374	2,769,803	1,500,000	-	15,125,200	

Transportation and Transit GRAND TOTALS	1,189,754	23,782,691	10,182,344	13,945,325	13,158,820	16,511,812	12,859,449	24,556,494	116,186,689
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SUMMARY OF CAPITAL IMPROVEMENT PROGRAM 2013/14 - POST FORA

	2005-13 (1)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post FORA	2013-14 to Post FORA Total
A. CIP PROJECTS FUNDED BY CFD DEVELOPMENT FEES										
Dedicated Revenues										
Development Fees	19,731,143	14,025,000	10,061,000	11,932,000	14,683,000	17,004,000	16,924,000	12,837,000	101,224,000	198,690,000
Other Revenues										
Property Taxes (2)	5,796,078	-	117,413	466,598	1,324,929	2,346,416	3,235,260	3,917,529	4,352,202	15,760,348
Loan Proceeds (3)*	7,926,754									-
Federal Grants (4)	6,426,754		1,000,000							1,000,000
CSU Mitigation fees	2,326,795									-
Miscellaneous Revenues (Rev Bonds, CFD credit) (11)**	2,762,724									-
TOTAL REVENUES	44,970,248	14,025,000	11,178,413	12,398,598	16,007,929	19,350,416	20,159,260	16,754,529	105,576,202	215,450,348
Expenditures										
Projects										
Transportation/Transit	32,231,619	1,189,754	23,782,691	10,182,344	13,945,325	13,158,820	16,511,812	12,859,449	24,556,494	116,186,689
Water Augmentation (5) CEQA Mitigation	561,780		2,345,278	2,345,278	2,345,278	2,345,278	2,345,278	2,345,278	9,381,113	23,452,781
Voluntary Contribution	-								21,655,302	21,655,302
Storm Drainage System [Completed by 2005] (6)	[Table 1]									-
Habitat Management (7)	4,932,786	3,506,250	2,515,250	2,983,000	3,670,750	4,251,000	4,231,000	3,209,250	9,070,919	33,437,419
Fire Rolling Stock	1,044,000	116,000								116,000
Property Management/Caretaker Costs (8)	20,000									-
Total Projects	38,790,184	4,812,004	28,643,219	15,510,622	19,961,353	19,755,098	23,088,090	18,413,977	64,663,828	194,848,191
Other Costs & Contingency (9)										
Additional CIP Costs	3,310,610	-	-	-	-	-	-	-	16,905,000	16,905,000
Habitat Mgt. Contingency	755,920	86,250	-	-	-	-	-	-	19,075,191	19,161,441
Add. Util. & Storm Drainage	-	-	-	-	-	-	-	-	3,500,000	3,500,000
Other Costs (Debt Service) (14)***	1,679,296	8,200,004	-	-	-	-	-	-	1,234,176	9,434,180
Total Other Costs & Contingency	5,745,826	8,286,254	-	-	-	-	-	-	40,714,367	49,000,621
TOTAL EXPENDITURES	44,536,011	13,098,258	28,643,219	15,510,622	19,961,353	19,755,098	23,088,090	18,413,977	105,378,195	243,848,812
Net Annual Revenue		926,742	(17,464,807)	(3,112,024)	(3,953,424)	(404,682)	(2,928,830)	(1,659,448)	198,007	
Beginning Balance		434,237	1,360,979	(16,103,827)	(19,215,851)	(23,169,275)	(23,573,957)	(26,502,787)	(28,162,234)	
Ending Balance CFD & Other	434,237	1,360,979	(16,103,827)	(19,215,851)	(23,169,275)	(23,573,957)	(26,502,787)	(28,162,234)	(27,964,227)	(27,964,227)
B. CIP PROJECTS FUNDED BY LAND SALE REVENUES										
Dedicated Revenues										
Land Sales (10)	14,710,690	2,750,300	31,954,894	2,775,426	2,160,221	486,235	1,100,060	1,100,110	14,636,125	56,963,373
Land Sales - Credits (11)**	6,767,300			6,750,000	-	-	12,659,700	-	-	19,409,700
Other Revenues (12)	1,425,000									-
Loan Proceeds (3)*	7,500,000									-
Total Revenues	30,402,990	2,750,300	31,954,894	9,525,426	2,160,221	486,235	13,759,760	1,100,110	14,636,125	76,373,073
Expenditures										
Projects (13)										
Building Removal	28,767,300	-	-	6,200,000						6,200,000
Other Costs (Debt Service) (14)***	-	-	18,200,000	-	-	-	-	-	-	18,200,000
TOTAL PROJECTS	28,767,300	-	18,200,000	6,200,000	-	-	-	-	-	24,400,000
Net Annual Revenue	1,635,690	2,750,300	13,754,894	3,325,426	2,160,221	486,235	13,759,760	1,100,110	14,636,125	51,973,073
Beginning Balance	-	1,635,690	4,385,990	18,140,884	21,466,310	23,626,532	24,112,767	37,872,528	38,972,638	1,635,690
Ending Balance Land Sales & Other	1,635,690	4,385,990	18,140,884	21,466,310	23,626,532	24,112,767	37,872,528	38,972,638	53,608,763	53,608,763
TOTAL ENDING BALANCE-ALL PROJECTS		5,746,969	2,037,057	2,250,459	457,257	538,810	11,369,741	10,810,403	25,644,536	25,644,536

Table 3 CIP Summary Table Footnotes

- (1) This column summarizes CIP revenues and expenses from July 2005 through June 201~~2~~³. These totals are not included in the 201~~3~~²-1~~4~~³ to ~~Post FORA 2021-22~~ totals.
- (2) "Property Taxes (former Tax Increment)" revenue ~~has been is~~ designated for operations and as a back-up to FORA CIP projects; to date, approximately \$5.8~~6~~4M was spent on ET/ESCA change orders and CIP road projects. ~~It is unclear whether this source will be available in FY 2012-13 due to State phase-out. Re-programming of funds may occur at the mid-year budget review.~~
- (3) "Loan Proceeds": In FY ~~05-06 2006~~ FORA obtained a line of credit ("LOC") to ensure CIP obligations ~~could be met in a timely manner,~~ despite cash flow fluctuations. The LOC draw-downs were used to pay road design, construction and building removal ~~costs/invoices,~~ and were partially repaid by ~~any~~ available ~~revenues committed to the CIP funding sources.~~ In FY ~~09-20~~10 FORA repaid the remaining \$9M LOC debt (\$1.5M in transportation and \$7.5M in building removal) through a loan secured by FORA's share of Preston Park (~~PP Loan~~). The ~~PP~~ loan also provided \$6.4M matching funds to US Department of Commerce EDA/American Recovery and Reinvestment Act ("ARRA") grant funds.
- (4) "Federal grants": In FY 2010 FORA received ARRA funding to finance ~~the~~ construction of General Jim Moore Boulevard ("GJMB") and Eucalyptus Road. FORA obtained a loan against its 50% share in Preston Park revenues to provide required match to the ARRA ~~grant~~ grant (see #3 "Loan Proceeds").
- (5) "Water Augmentation" is FORA's financial obligation for the approved water augmentation project. The original CEQA obligation (\$23,4~~52,781,69,364~~) is included in the total. The FORA Board approved an additional contribution (\$21,655,302) to keep MCWD capacity charges in check. Please refer to Section II b) Water Augmentation.
- (6) FORA's "Storm Water Drainage System" ~~obligation-mitigation~~ has been retired. Through agreement with the California Department of Parks and Recreation, FORA is obligated to remove storm water disposal facilities west of Highway 1 following replacement of the outfall storm drains with on-site storm water disposal. Funding for this work is shown under Other Costs & Contingencies.
- (7) "Habitat Management" amounts are estimates. Habitat management endowment final amount is subject to approval by ~~USFWS US Fish and Wildlife Service~~ and ~~CDFW California Department of Fish & Game~~. Please refer to Section II d) Habitat Management Requirements.
- (8) "Property Management/Caretaker Costs" amounts ~~after FY11/12 are estimates are deducted from net land sales revenue.~~ As a result of EPS's CIP Review – Phase II Study analysis, FORA has agreed to reimburse its five member jurisdictions up to \$660,000 in annual funding for these expenses, provided sufficient land sales/lease revenue is available and jurisdictions are able to demonstrate property management/caretaker costs policy decisions, \$12.2M in funding for these expenses is derived from CFD Special Tax. Please refer to Section II h) Property Maintenance and Caretaker Costs.
- (9) "Other Costs & Contingencies" are subject to cash flow and demonstrated need. Primarily, this item is not funded until distant "out-years" of the program.
 "Additional Transportation Costs" are potential and unknown additional basewide expenditures not included in current cost estimates for transportation projects (e.g. contract change orders to the ESCA, street landscaping, unknown site conditions, project changes, habitat/environmental mitigation, etc.)
 "Habitat Management Contingency" provides interim funding for the University of California Fort Ord Natural Reserve ~~management~~ until adoption of the HCP and as a result of CIP Review policy decisions, includes sufficient funding for Habitat Conservation Plan endowments should a lower endowment payout rate be ~~accepted~~ required by Regulatory Agencies.
 "Additional Utility and Storm Drainage Costs" provides for restoration of storm drainage sites in State Parks land and relocation of utilities.
- (10) "Land Sales" revenue projections were evaluated by EPS as a component of their CIP Review – Phase II Study. The same approach of determining a residual land value factor based on past FORA or Land Use Jurisdictions' land sales transactions (resulting in \$180,000 per acre) was used. The factor was then applied to non-transacted remaining development acres. The land sales

revenue projections shown are net revenue after deducting identified costs, which include \$660,000 annually in property management/caretaker costs (obligation reduced as land is reused) and \$250,000 annually in other obligations (Initiatives, Petitions, Etc.). ~~s are regularly evaluated to apply any changes in local development fees, market realities, and other factors to adjust land prices in the region.~~

- (11) "CFD/Land Sales – Credit" is credit due specific developers who perform roadway improvements/building removal by agreement with FORA. The value of the work is subtracted from the developer's CFD fee/land sale proceeds due FORA. Regarding CFD fees, FORA entered into agreement with East Garrison Partners for a total credit of \$2,075,621. ~~;~~ ~~and~~ ~~Regarding land sale proceeds, FORA entered into two such agreements with Marina Community Partners (\$24M) and East Garrison Partners (\$2.177M) for a total land sale credit of \$26,177,000.~~
- (12) "Other Revenues" applied against building removal include Abrams B loan repayment of \$1,425,000 ~~and repayment of development fee obligations (see note 14).~~
- (13) "Projects" total include building removal at 1) Dunes on Monterey Bay (\$46M), 2) Imjin Office (\$400K), 3) East Garrison (\$2.177M), and remaining to be completed 4) Stockade (\$2.2M), and 5) Surplus II (\$4M).
- (14) "Other Costs (Debt Service) – Interest and Principal" payment of borrowed funds, principal and interest (see #3 "Loan Proceeds"). The \$7.6M repayment of remaining principal by FORA Development Fees/CFD special taxes, anticipated in FY 13-14, will be retained in the FORA Reserve fund. On May 10, 2013, the FORA Board approved a 23.6% reduction in the Basewide FORA Development Fee Schedule and FORA CFD special tax as a result of EPS's CIP Review - Phase II Study. The study showed that FORA operations costs through 2020 will be offset by the \$7.6M loan repayment from FORA Development Fees/CFD special taxes. The actual Preston Park loan will be paid off upon Preston Park disposition. ~~in FY 2011 the FORA Board directed a development fee study and a financial evaluation of CIP costs and revenues. The consultant's report determined that there exists an outstanding obligation to repay funds advanced from land sales/lease revenues to pay for development fee obligations. That amount is about \$8M and the FORA Board directed staff to carry this inter-account debt forward in coming CIP budgets. The 1st repayment is anticipated in FY 2013 to come from the Preston Park disposition.~~

Community Facilities District Revenue

	Jurisdiction	2013-14 to Post FORA Total	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA	
<u>New Residential</u>											
Marina Heights (3)	1050	MAR	\$ 28,539,000	\$ 1,794,000	\$ 3,085,000	\$ 1,468,000	\$ 1,454,000	\$ 1,454,000	\$ 1,454,000	\$ 16,376,000	
The Promontory (1)	175	MAR	238,000	-	238,000	-	-	-	-	-	
Dunes on Monterey Bay (3)	1237	MAR	33,621,000	2,935,000	448,000	598,000	2,093,000	3,588,000	4,077,000	2,745,000	17,137,000
TAMC TOD (1)	25	MAR	680,000	-	-	680,000	-	-	-	-	
CSUMB North Campus Housing (1)	0	CSU/MAR	669,000	-	102,000	102,000	102,000	29,000	-	-	334,000
UC 8th Street (1)	240	UC/MCO	6,525,000	-	-	-	544,000	544,000	544,000	544,000	4,349,000
East Garrison I (3)	1470	MCO	36,991,000	5,599,000	3,194,000	2,446,000	2,786,000	2,650,000	2,310,000	2,310,000	15,696,000
Monterey Horse Park (1)	400	MCO	10,872,000	-	-	-	-	2,718,000	2,718,000	-	5,436,000
Monterey Horse Park (1)	515	SEA	13,999,000	-	-	-	680,000	1,359,000	1,359,000	2,039,000	8,562,000
UC East Campus - SF (1)	0	UC/MCO	0	-	-	-	-	-	-	-	-
UC East Campus - MF (1)	0	UC/MCO	0	-	-	-	-	-	-	-	-
Seaside Highlands (4)	152	SEA	0	-	-	-	-	-	-	-	-
Seaside Resort Housing (3)	125	SEA	3,315,000	27,000	27,000	27,000	41,000	82,000	747,000	747,000	1,617,000
Seaside Housing (Eastside) (1)	0	SEA	0	-	-	-	-	-	-	-	-
Seaside Affordable Housing Obligation (1)	72	SEA	1,956,000	-	-	-	-	-	-	978,000	978,000
Workforce Housing (Army to Build) (1)	0	SEA	0	-	-	-	-	-	-	-	-
Market Rate Housing (Army to Build) (1)	0	SEA	0	-	-	-	-	-	-	-	-
Workforce Housing (Seaside) (1)	0	SEA	0	-	-	-	-	-	-	-	-
Del Rey Oaks (1)	691	DRO	18,782,000	-	1,767,000	3,900,000	3,724,000	-	-	-	9,391,000
Other Residential	8	Various	217,000	-	-	-	-	-	-	-	217,000
	<u>6160</u>		0								
<u>Existing/Replacement Residential</u>											
Preston Park (4)	352	MAR	3,265,443	\$ 3,265,443	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cypress Knolls (1)	400	MAR	10,872,000	-	-	-	1,359,000	1,359,000	1,359,000	1,359,000	5,436,000
Patton Park (3)		MAR	0	-	-	-	-	-	-	-	
Abrams B (4)		MAR	0	-	-	-	-	-	-	-	
Shelter Outreach Plus (4) & (1)		MAR	0	-	-	-	-	-	-	-	
Sunbay (4)		SEA	0	-	-	-	-	-	-	-	
Stillwell Kidney - WFH (Army to Build) (1)		SEA	0	-	-	-	-	-	-	-	
<u>Office</u>											
Del Rey Oaks Office (1)		DRO	47,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ -	\$ -	23,000
Monterey City Office (1)		MRY	0	-	-	-	-	-	-	-	
Monterey County Office		MCO	0	-	-	-	-	-	-	-	
Horse Park (1)		MCO	24,000	-	-	6,000	6,000	-	-	-	12,000
Landfill Commercial Development (1)		MCO	0	-	-	-	-	-	-	-	
Intergarrison Rd Office Park (1)		MCO	0	-	-	-	-	-	-	-	
East Garrison I Office Development (3)		MCO	7,000	1,000	1,000	1,000	1,000	-	-	-	3,000
MST Bus Maint & Opns Facility (1)		MCO	0	-	-	-	-	-	-	-	
Imjin Office Park (3)		MAR	2,000	2,000	-	-	-	-	-	-	
Dunes on Monterey Bay (3)		MAR	35,000	35,000	-	-	-	-	-	-	
Cypress Knolls Community Center (1)		MAR	4,000	-	-	-	2,000	-	-	-	2,000
Interim Inc. - Rockrose Gardens (3)		MAR	3,000	3,000	-	-	-	-	-	-	
TAMC TOD (office/public facilities) (1)		MAR	9,000	-	-	2,000	2,000	-	-	-	5,000
Main Gate Conference (1)		SEA	6,000	-	-	-	-	3,000	-	-	3,000
Seaside Office (Monterey Blues) (1)		SEA	0	-	-	-	-	-	-	-	
Chartwell School (1)		SEA	0	-	-	-	-	-	-	-	
Monterey Peninsula Trade & Conf Cntr (1)		SEA	58,000	-	-	-	-	-	-	29,000	29,000
Seaside Resort Golf Buildings (3)		SEA	0	-	-	-	-	-	-	-	
UC East Campus (1)		UC/MCO	0	-	-	-	-	-	-	-	
UC Central South Campus (1)		UC/MAR	24,000	-	-	-	-	12,000	-	-	12,000
UC Central North & West Campuses (1)		UC/MAR	67,000	-	-	5,000	5,000	5,000	5,000	5,000	42,000
<u>Industrial</u>											
Airport Economic Development Area (1)		MAR	48,000	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 30,000.00
Industrial -- City Corp. Yard (1)		MAR	0	-	-	-	-	-	-	-	

TABLE 4

Community Facilities District Revenue

	Jurisdiction	2013-14 to								
		Post FORA Total	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
TAMC TOD (1)	MAR	8,000	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ -	\$ 4,000.00
Dunes on Monterey Bay (3)	MAR	57,000	-	4,000	8,000	8,000	4,000	4,000	-	29,000
Industrial - City Corp. Yard (1)	MRY	52,000	-	-	26,000	-	-	-	-	26,000
Industrial - Public/Private (1)	MRY	179,000	-	12,000	26,000	26,000	26,000	-	-	89,000
Monterey County Light Ind. (1)	MCO	0	-	-	-	-	-	-	-	-
Horse Park (1)	MCO	28,000	-	-	-	5,000	5,000	4,000	-	14,000
Landfill Industrial Park (1)	MCO	0	-	-	-	-	-	-	-	-
MST Bus Maint & Opns Facility (1)	MCO	0	-	-	-	-	-	-	-	-
Seaside Corp Yard Shop (1)	SEA	6,000	-	-	-	-	3,000	-	-	3,000
UC Central N. & W. Campuses (1)	UC/MAR	28,000	-	-	2,000	2,000	2,000	2,000	2,000	18,000
Retail		0								
Del Rey Oaks Retail (1)	DRO	134,000	\$ -	\$ 67,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,000
UC Central N. & W. Campuses (1)	UC/MAR	589,000	-	-	42,000	42,000	42,000	42,000	42,000	379,000
UC East Campus (1)	UC/MCO	351,000	-	-	-	88,000	-	-	-	263,000
UC Eight Street (1)	UC/MCO	1,889,000	-	-	135,000	135,000	135,000	135,000	135,000	1,214,000
Monterey County Retail	MCO	0	-	-	-	-	-	-	-	-
Landfill Commercial development (1)	MCO	0	-	-	-	-	-	-	-	-
East Garrison I Retail (1)	MCO	269,000	-	-	-	67,000	67,000	-	-	135,000
Ord Market (4)	MCO	0	-	-	-	-	-	-	-	-
Horse Park (1)	MCO	2,833,000	-	-	-	337,000	337,000	742,000	-	1,417,000
Main Gate Spa (1)	SEA	162,000	-	-	-	-	-	-	81,000	81,000
Main Gate Large Format Retail (1)	SEA	590,000	-	-	-	-	295,000	-	-	295,000
Main Gate In-Line Shops (1)	SEA	1,964,000	-	-	-	-	982,000	-	-	982,000
Main Gate Department Store Anchor (1)	SEA	810,000	-	-	-	-	405,000	-	-	405,000
Main Gate Restaurants (1)	SEA	412,000	-	-	-	-	206,000	-	-	206,000
Main Gate Hotel Restaurant (1)	SEA	54,000	-	-	-	-	-	27,000	-	27,000
Seaside Resort Golf Clubhouse (1)	SEA	110,000	-	-	55,000	-	-	-	-	55,000
Dunes on Monterey Bay (3)	MAR	1,349,000	364,000	337,000	155,000	-	-	-	-	493,000
TAMC TOD (1)	MAR	505,000	-	-	126,000	126,000	-	-	-	253,000
Hotel (rooms) (5)										
Del Rey Oaks Hotel (1) (454 rm)	454 DRO	2,753,000	\$ -	\$ 315,000	\$ 758,000	\$ 303,000	\$ -	\$ -	\$ -	\$ 1,377,000
Del Rey Oaks Timeshare (1) (96 rm)	96 DRO	583,000	-	146,000	146,000	-	-	-	-	291,000
Horse Park (Parker Flat) Hotel (1) (200 rm)	200 MCO	2,427,000	-	-	-	607,000	607,000	-	-	1,213,000
Dunes - Limited Service (3) (100 rm)	100 MAR	606,000	-	303,000	-	-	-	-	-	303,000
Dunes - Full Service (3) (400 rm)	400 MAR	2,426,000	-	-	1,213,000	-	-	-	-	1,213,000
Seaside Golf Course Hotel (3) (330 rm)	330 SEA	1,668,000	-	-	-	121,000	85,000	631,000	-	831,000
Seaside Golf Course Timeshares (3) (170 rm)	170 SEA	1,031,000	-	-	-	-	-	-	364,000	667,000
Main Gate Hotel (1) (250 rm)	250 SEA	1,516,000	-	-	-	-	-	758,000	-	758,000
UC East Campus (1) (250 rm)	250 UC/MCO	1,516,000	-	-	-	-	-	-	-	1,516,000
UC Central N. & W. Campuses (1) (150 rm)	150 UC/MAR	910,000	-	-	-	-	-	-	-	910,000
	2400									
Total		\$ 198,690,443	\$ 14,025,000	\$ 10,061,000	\$ 11,932,000	\$ 14,683,000	\$ 17,004,000	\$ 16,924,000	\$ 12,837,000	\$ 101,224,000

	Adopted 2002	Effective 7/1/12	Effective 5/10/13	Index 13/14	Effective 7/1/13
New Residential (per du)	\$ 34,324	\$ 34,610	\$ 26,440	2.8%	\$ 27,180
Existing Residential (per du)	10,320	10,406	7,950	2.8%	8,173
Office & Industrial (per acre)	4,499	4,536	3,470	2.8%	3,567
Retail (per acre)	92,768	93,545	71,470	2.8%	73,471
Hotel (per room)	7,653	7,718	5,900	2.8%	6,065

- (1) Project proposed
- (2) Project approved by local jurisdiction
- (3) Project found consistent with Base Reuse Plan
- (4) Project completed

Land Sale Revenue

Jurisdiction	2013-14 to Post-FORA	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<u>New Residential</u>									
Marina Heights	MAR	-							
Cypress Knolls	MAR	-							
Dunes on Monterey Bay	MAR	-							
UC 8th Street	UC/MCO	-							
East Garrison I	MCO	-							
Monterey Horse Park	MCO	-							
Monterey Horse Park	SEA	13,936,098				1,347,234	5,394,102		7,194,762
UC East Campus - SF	UC/MCO	-							
UC East Campus - MF	UC/MCO	-							
Seaside Highlands Homes	SEA	-							
Seaside Resort Housing	SEA	-							
Seaside Housing (Eastside)	SEA	-							
Seaside Affordable Housing	SEA	-							
Workforce Housing (Army to	SEA	-							
Workforce Housing (Seaside	SEA	-							
Del Rey Oaks	DRO	23,498,874	1,953,000	4,431,060	4,363,482				12,751,332
Other Residential	Various	-							
<u>Existing/Replacement Residential</u>									
Preston Park	MAR	-							
Cypress Knolls	MAR	-							
Abrams B	MAR	-							
Shelter Outreach Plus	OTR	-							
Sunbay (former Thorson Pai	SEA	-							
Stillwell Kidney - WFH (Arm)	Various	-							
<u>Office</u>									
Del Rey Oaks Office	DRO	2,685,265	594,000	630,175					1,461,090
Monterey City Office	MRY	-							
Monterey County Office	MCO	-							
Horse Park	MCO	642,204	288,000						354,204
Landfill Commercial Devel	MCO	-							
East Garrison I Office Dev	MCO	-							
MST Bus Maint & Bus Opi	MCO	-							
Dunes on Monterey Bay	MAR	-							
Airport Economic Developm	MAR	-							
Interim Inc. Rockrose Garde	MAR	237,600	237,600						
LDS Church	MAR	-							
Seaside Office (Monterey Bl	SEA	-							
Chartwell	SEA	-							
Monterey College of Law	SEA	-							
Monterey Peninsula Trade &	SEA	3,526,382					1,711,089		1,815,294
UC East Campus	UC/MCO	-							
UC Central South Campus	UC/MAR	-							
UC Central North & West C:	UC/MAR	-							
<u>Industrial</u>									
Airport Economic Developm	MAR	-							
Industrial -- City Corp. Yard	MAR	-							
Industrial -- City Corp. Yard	MRY	2,908,458		1,325,610					1,582,848
Industrial -- Public/Private	MRY	10,091,214	1,899,000	1,325,610	1,365,378				5,501,226
Monterey County Light Ind.	MCO	-							
Horse Park	MCO	1,570,771	522,000	185,400					863,371
Landfill Industrial Park	MCO	-							
Seaside Corp Yard Shop	SEA	-							
UC Central North & West C:	UC/MAR	-							
<u>Retail</u>									
Del Rey Oaks Retail	DRO	361,240	162,000						199,240
UC Central North & West C:	UC/MAR	-							
UC South Campus	UC/MAR	-							
UC East Campus	UC/MCO	-							
UC Eight Street	UC/MCO	-							
Monterey County Retail	MCO	-							
Landfill Commercial devel	MCO	-							
East Garrison I Retail	MCO	-							
Ord Market	MCO	-							
Horse Park	MCO	7,913,647	828,000	852,840	878,425	1,081,800			4,272,582
Main Gate	SEA	11,670,875		139,050		5,054,955	70,907	229,536	6,176,427
South of Lightfighter Dr (sw	SEA	-							
Dunes on Monterey Bay	MAR	-							
<u>Hotel (rooms)</u>									
Del Rey Oaks Hotel	DRO	2,420,266	243,000	611,820	248,251				1,317,195
Del Rey Oaks Timeshare	DRO	525,300	117,000	120,510					287,790
Horse Park (Parker Flat) Ho	MCO	1,063,650	477,000						586,650
Dunes - Limited Service	MAR	-							
Dunes - Full Service	MAR	-							
Seaside Golf Course Hotel	SEA	-							
Seaside Golf Course Timesl	SEA	-							
Main Gate Hotel	SEA	1,399,097				668,552			730,545
UC East Campus	UC/MCO	-							
UC Central North & West C:	UC/MAR	-							
Subtotal: Estimated Transactions		84,450,941	7,320,600	8,991,900	7,485,710	6,136,755	2,086,693	3,667,364	45,094,555
FORA Share - 50%		42,225,470	3,660,300	4,495,950	3,742,855	3,068,377	1,043,347	1,833,682	22,547,278
Estimated Caretaker/Property Mgt.		(2,165,144)	(660,000)	(548,090)	(400,213)	(272,973)	(164,164)	(119,704)	
FORA Oper. Costs		(1,265,336)						(35,462)	(1,229,874)
Other obligations (Initiatives, Petitions, etc.)		(2,223,084)	(250,000)	(257,500)	(265,225)	(273,182)	(281,377)	(289,819)	(307,468)
Net FORA Land Sales Proceeds		36,571,906	2,750,300	3,690,360	3,077,417	2,522,222	597,806	1,424,159	21,009,936
Net Present Value (5.3% Discount Rate)		28,513,094	2,750,300	3,504,615	2,775,426	2,160,221	486,235	1,100,060	14,636,125

Note #1: FORA and local jurisdiction split land sales revenue 50/50 with FORA paying sales costs from its share. Actual land sales revenue may vary from that shown here.
 Note #2: Assumes per acre value of \$180,000 and that values escalate by 3% annually.

Sources: Economic & Planning Systems "FORA Phase II CIP Review Discussion Tables," May 2, 2013

TABLE 5

Appendix A

Protocol for Review/Reprogramming of FORA CIP (Revised June 21, 2013)

- 1.) Conduct quarterly meetings with the CIP Committee and joint committee meetings as needed with members from the FORA Administrative Committee. Staff representatives from the California Department of Transportation ("CALTRANS"), TAMC, AMBAG, and MST may be requested to participate and provide input to the joint committee.

These meetings will be the forum to review developments as they are being planned to assure accurate prioritization and timing of CIP projects to best serve the development as it is projected. FORA CIP projects will be constructed during the program, but market and budgetary realities require that projects must "queue" to current year priority status. The major criteria used to prioritize project placement are:

- Project is necessary to mitigate reuse plan
- Project environmental/design is complete
- Project can be completed prior to FORA's sunset
- Project uses FORA CIP funding as matching funds to leverage grant dollars
- Project can be coordinated with projects of other agencies (utilities, water, TAMC, PG&E, CALTRANS, MST, etc.)
- Project furthers inter-jurisdictional equity
- Project supports jurisdictional "flagship" project
- Project nexus to jurisdictional development programs

The joint committee will balance projected project costs against projected revenues as a primary goal of any recommended reprogramming/reprioritization effort.

- 2.) Provide a mid-year and/or yearly report to the Board (at mid-year budget and/or annual budget meetings) that will include any recommendations for CIP modifications from the joint committee and staff.
- 3.) Anticipate FORA Board annual approval of a CIP program that comprehensively accounts for all obligatory projects under the BRP.

These basewide project obligations include transportation/transit, water augmentation, storm drainage, habitat management, building removal and fire fighting enhancement.

[This protocol also describes the method by which the basewide developer fee \("Fee"\) and "Fort Ord Reuse Authority's Base-wide Community Facilities District, Notice of Special Tax Lien" \("Tax"\) are annually indexed. The amount of the Fee is identical to the CFD Tax. Landowners pay either the Fee or the Tax, never both, depending on whether the land is within the Community Facilities District. For indexing purposes, FORA has always used the change in costs from January 1 to December 31. The reason for that choice is that the Fee and CFD Tax must be in place on July 1, and this provides the time necessary to prepare projections, vet, and publish the document. The second idea concerns measurement of construction costs. Construction costs may be measured by either the San Francisco Metropolitan index, or the "20-City Average." FORA has always used the 20-City Average index because it is generally more in line with the actual experience in suburban areas like the Monterey Peninsula. It should be noted that San Francisco is one of the cities used for the 20-City Average.](#)

[The Fee was established in February 1999 by Resolution 99-1. Section 1 of that Resolution states that "\(FORA\) shall levy a development fee in the amounts listed for each type of development in the... fee schedule until such time as ... the schedule is amended by \(the\) board." The CFD Tax was](#)

established in February 2002 by Resolution 02-1. Section IV of that CFD Resolution, beginning on page B-4, describes "Maximum Special Tax Rates" and "Increase in the Maximum Special Tax Rates." That section requires the Tax to be established on the basis of costs during the "...immediately preceding Fiscal Year..." The Tax is adjusted annually on the basis of "...Construction Cost Index applicable to the area in which the District is located..."¹

The CFD resolution requires the adjusted Tax rate to become effective on July 1. It would be difficult to meet that deadline if the benchmark were set for a date later than January. FORA staff uses the adjusted Tax rate to reprogram the CIP. FORA staff requests development forecast projections from the land use jurisdictions in January. The forecasts allow staff to balance CIP revenues and expenditures, typically complete by April, for Administrative Committee review. The FORA Board typically adopts the CIP, and consequently updates the "Notice of Special Tax Lien" ("Notice") in June.

Additionally, the Notice calls for "... (2) percentage change since the immediately preceding fiscal year in the (ENR's CCI) applicable to the area in which the District is located..." To assure adequate time for staff analysis, public debate and FORA Board review of modifications to the Special Tax Levy, it is prudent to begin in January. In addition, the FORA Board adopted a formulaic approach to monitoring the developer fee program which is typically conducted in the spring – as will be the case in 2014. If the anticipated Fee adjustment is unknown at the time of the formulaic calculation then the level of certainty about the appropriateness of the Fee is impaired. This factor supports that the Fee should be established in January.

To determine the percentage change, the CCI (Construction Cost Index) of the immediately prior January is subtracted from the CCI in January of the current year to define the arithmetic value of the change (increase or decrease). This dollar amount is divided by the CCI of the immediately prior January. The result is then multiplied by 100 to derive a percentage of change (increase or decrease) during the intervening year. The product of that calculation is the rate presented to the FORA Board.

Since the start of the CIP program in FY 2001/02, FORA has employed the CCI for the "20-City Average" as presented in the ENR rather than the San Francisco average. The current 20-City Average places the CCI in the range of \$9K to \$10K while the San Francisco CCI is in the \$10K to \$11K range. The difference in the two relates to factors which tend to drive costs up in an urban environment as opposed to the suburban environment of Fort Ord. These factors would include items such as time required for transportation of materials and equipment plus the Minimum Wage Rates in San Francisco as compared to those in Monterey County. Over a short term (1 year) one index may yield a lower percentage increase than the other index for the same time period.

¹ The pertinent paragraph reads as follows:

"On each July 1, commencing July 1, 2002, the Maximum Special Tax Rates shown in Table 1 shall be increased by an amount equal to the lesser of (1) five percent (5%) or (2) the percentage change since the immediately preceding Fiscal Year in the Engineering News Record's (ENR's) Construction Cost Index (CCI) applicable to the area in which the District is located (or, if such index is no longer published, a substantially equivalent index selected by the CFD Administrator)."

Appendix B

Table A1: Residential Annual Land Use Construction (dwelling units)

Land Use Type	Jurisdiction	Existing 7/1/13	Existing to 2021-22 Total	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
Workforce Housing (Seaside)	SEA		0.0		-	-					
Seaside Subtotal			864.0								
Del Rey Oaks											
Golf Villas	DRO		50.0		18.5	6.5					25.0
Patio Homes	DRO		36.0		16.0	2.0					18.0
Condos/Workforce	DRO		514.0		20.0	115.0	122.0				257.0
Townhomes/Senior Casitas	DRO		91.0	-	10.5	20.0	15.0	-	-	-	45.5
Subtotal			691.0	-	65.0	143.5	137.0	-	-	-	345.5
Other Residential	Various		8.0	-	-	-	-	-	-	-	8.0
Subtotal		264	6160.0	381.0	488.5	335.5	416.5	456.0	486.0	398.0	2,934.5
TOTAL NEW RESIDENTIAL		6,160									
<u>Existing/Replacement Residential</u>											
Preston Park	MAR	352	352.0								
Cypress Knolls	MAR		400.0				50.0	50.0	50.0	50.0	200.0
Patton Park	MAR		0.0								
Abrams B	MAR	192	192.0								
MOCO Housing Authority	MAR	56	56.0								
Shelter Outreach Plus	MAR	39	39.0								
Veterans Transition Center	MAR	13	13.0								
Interim Inc	MAR	11	11.0								
Sunbay (former Thorson Park)	SEA	297	297.0								
Brostrom	SEA	225	225.0								
Seaside Highlands Homes	Various	228	228.0	-	-	-	-	-	-	-	-
Subtotal		1,413	1813.0	-	-	-	50.0	50.0	50.0	50.0	200.0
TOTAL EXISTING RESIDENTIAL		1,813									
Total		1,677	7973.0	381.0	488.5	335.5	466.5	506.0	536.0	448.0	3,134.5

Sources: Interviews with local jurisdiction and UC planning staff; Ft. Ord Reuse Plan; MuniFinancial; EPS.

Appendix B

Table A2: Non-Residential Annual Land Use Construction (building square feet or hotel rooms)

DRAFT											DRAFT	
Land Use Type	Jurisdiction	Existing 7/1/11	Existing to 2021-22 Total	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA	
<i>Office</i>												
Del Rey Oaks Office	DRO		200,000		50,000	-	50,000	-	-	-	100,000	
Monterey City Office	MRY		-	-	-	-	-	-	-	-	-	
Monterey County Office	MCO		-	-	-	-	-	-	-	-	-	
Horse Park	SEA/MCO		100,000		-	25,000	25,000	-	-	-	50,000	
Landfill Commercial Development	MCO		-	-	-	-	-	-	-	-	-	
Other County Office Park	MCO		-	-	-	-	-	-	-	-	-	
East Garrison I Office Development	MCO		35,000	6,000	6,000	6,000	2,500	-	-	-	14,500	
MST Bus Maint & Opns Facility	MCO		-	-	-	-	-	-	-	-	-	
Imjin Office Park	MAR	37,000	46,000	9,000	-	-	-	-	-	-	-	
Dunes on Monterey Bay	MAR	40,000	190,000	150,000	-	-	-	-	-	-	-	
Cypress Knolls Community Center	MAR		16,000	-	-	-	8,000	-	-	-	8,000	
Interim Inc. - Rockrose Gardens	MAR		14,000	14,000	-	-	-	-	-	-	-	
TAMC TOD (office/public facilities)	MAR		40,000	-	-	10,000	10,000	-	-	-	20,000	
Main Gate Conference	SEA		27,000	-	-	-	-	-	13,500	-	13,500	
Seaside Office (Monterey Blues)	SEA		-	-	-	-	-	-	-	-	-	
Chartwell School	SEA	1,800	1,800	-	-	-	-	-	-	-	-	
Monterey College of Law	SEA	13,100	13,100	-	-	-	-	-	-	-	-	
Fitch Middle School	SEA		-	-	-	-	-	-	-	-	-	
Marshall Elementary School	SEA		-	-	-	-	-	-	-	-	-	
International School (former Hayes Elem)	SEA		-	-	-	-	-	-	-	-	-	
Veterans' Cemetery	SEA		-	-	-	-	-	-	-	-	-	
Monterey Peninsula Trade & Conf Cntr	SEA		250,000	-	-	-	-	-	-	125,000	125,000	
Seaside Resort Golf Buildings	SEA		-	-	-	-	-	-	-	-	-	
UC Eight Street	UC/MCO		-	-	-	-	-	-	-	-	-	
UC East Campus	UC/MCO		100,000	-	-	-	-	50,000	-	-	50,000	
UC Central North & West Campuses	UC/MAR	-	280,000	-	-	20,000	20,000	20,000	20,000	20,000	180,000	
Subtotal		91,900	1,312,900	179,000	56,000	61,000	115,500	70,000	33,500	145,000	561,000	
<i>Industrial</i>												
Airport Economic Development Area	MAR	250,000	486,000	-	14,750	14,750	14,750	14,750	14,750	14,750	147,500	
Industrial -- City Corp. Yard	MAR	12,300	12,300	-	-	-	-	-	-	-	-	
TAMC TOD	MAR		35,000	-	-	8,750	8,750	-	-	-	17,500	
Dunes on Monterey Bay	MAR		280,000	-	20,000	40,000	40,000	20,000	20,000	-	140,000	
Cypress Knolls Support Services	MAR		6,000	-	-	-	3,000	-	-	-	3,000	
Industrial -- City Corp. Yard	MRY		250,000	-	-	125,000	-	-	-	-	125,000	
Industrial -- Public/Private	MRY		868,512	-	59,256	125,000	125,000	125,000	-	-	434,256	
Monterey County Light Ind.	MCO		-	-	-	-	-	-	-	-	-	
Horse Park	SEA/MCO		135,000	-	-	-	25,000	25,000	17,500	-	67,500	
Landfill Industrial Park	MCO		-	-	-	-	-	-	-	-	-	
MST Bus Maint & Opns Facility	MCO		-	-	-	-	-	-	-	-	-	
Seaside Corp Yard Shop	SEA		25,320	-	-	-	-	12,660	-	-	12,660	
UC Central North & West Campuses	UC/MAR	38,000	178,000	-	-	10,000	10,000	10,000	10,000	10,000	90,000	
Subtotal		300,300	2,276,132	-	94,006	323,500	226,500	207,410	62,250	24,750	1,037,416	

Appendix B

Table A2: Non-Residential Annual Land Use Construction (building square feet or hotel rooms)

DRAFT											DRAFT	
Land Use Type	Jurisdiction	Existing 7/1/11	Existing to 2021-22 Total	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA	
<u>Retail</u>												
Del Rey Oaks Retail	DRO		20,000		10,000	-	-	-	-	-	10,000	
Cypress Knolls Community Center	MAR		30,000			-	15,000	-	-	-	15,000	
UC Central North & West Campuses	UC/MAR		87,500			6,250	6,250	6,250	6,250	6,250	56,250	
UC South Campus	UC/MAR		-			-	-	-	-	-	-	
UC East Campus	UC/MCO		52,000			-	13,000	-	-	-	39,000	
UC Eight Street	UC/MCO		280,000			20,000	20,000	20,000	20,000	20,000	180,000	
Monterey County Retail	MCO		-			-	-	-	-	-	-	
Landfill Commercial development	MCO		-			-	-	-	-	-	-	
East Garrison I Retail	MCO		40,000			-	10,000	10,000	-	-	20,000	
Ord Market	MCO		-			-	-	-	-	-	-	
Horse Park	SEA/MCO		420,000	-		-	50,000	50,000	110,000	-	210,000	
Main Gate Spa	SEA		24,000			-	-	-	-	12,000	12,000	
Main Gate Large Format Retail	SEA		87,500			-	-	43,750	-	-	43,750	
Main Gate In-Line Shops	SEA		291,000			-	-	145,500	-	-	145,500	
Main Gate Department Store Anchor	SEA		120,000			-	-	60,000	-	-	60,000	
Main Gate Restaurants	SEA		61,000			-	-	30,500	-	-	30,500	
Main Gate Hotel Restaurant	SEA		8,000			-	-	-	4,000	-	4,000	
Luxury Auto Mall	SEA		-			-	-	-	-	-	-	
Seaside Resort Golf Clubhouse	SEA		16,300			8,150	-	-	-	-	8,150	
Dunes on Monterey Bay	MAR	368,000	568,000	54,000	50,000	23,000	-	-	-	-	73,000	
TAMC TOD	MAR		75,000	-	-	18,750	18,750	-	-	-	37,500	
Subtotal		368,000	2,180,300	54,000	60,000	76,150	133,000	366,000	140,250	38,250	944,650	
<u>Hotel (rooms)</u>												
Del Rey Oaks Hotel	DRO		454		52	125	50	-	-	-	227	
Del Rey Oaks Timeshare	DRO		96		24	24	-	-	-	-	48	
Horse Park (Parker Flat) Hotel	SEA/MCO		400			-	100	100	-	-	200	
Marina Airport Hotel/Golf	MAR		-			-	-	-	-	-	-	
Dunes - Limited Service	MAR		100		50	-	-	-	-	-	50	
Dunes - Full Service	MAR		400			200	-	-	-	-	200	
Seaside Golf Course Hotel	SEA		275			-	20	14	104	-	137	
Seaside Golf Course Timeshares	SEA		170			-	-	-	-	60	110	
Main Gate Hotel	SEA		250			-	-	-	125	-	125	
UC East Campus	UC/MCO		250			-	-	-	-	-	250	
UC Central North & West Campuses	UC/MAR		-			-	-	-	-	-	150	
Subtotal		-	2,545	-	126	349	170	114	229	60	1,497	

Sources: Information from local jurisdiction and UC planning staff; Ft. Ord Reuse Plan; Annette Yee and Company; MuniFinancial; EPS.

Appendix C

Building Removal Program to Date

FORA Pilot Deconstruction Project ("PDP") 1996

In 1996, FORA deconstructed five wooden buildings of different types, relocated three wooden buildings, and remodeled three buildings. The potential for job creation and economic recovery through opportunities in deconstruction, building reuse, and recycling was researched through this effort.

Lessons learned from the FORA PDP project:

- A structure's type, size, previous use, end-use, owner, and location are important when determining the relevance of lead and asbestos regulations.
- Profiling the building stock by type aids in developing salvage and building removal projections.
- Specific market needs for reusable and recycled products drive the effectiveness of deconstruction.
- Knowing the history of buildings is important because:
 - Reusing materials is complicated by the presence of Lead Based Paint ("LBP"), which was originally thinned with leaded gasoline and resulted in the hazardous materials penetrating further into the substrate material.
 - Over time, each building develops a unique use, maintenance and repair history, which can complicate hazardous material abatement survey efforts.
- Additional field surveys were needed to augment existing U.S. Army environmental information. The PDP surveys found approximately 30 percent more Asbestos Containing Material ("ACM") than identified by the Army.
- Hazardous material abatement accounts for almost 50 percent of building deconstruction costs on the former Fort Ord.
- A robust systematic program is needed for evaluating unknown hazardous materials early in building reuse, recycling and cleanup planning.

FORA Survey for Hidden Asbestos 1997

In 1997, FORA commissioned surveys of invasive asbestos on a random sample of buildings on Fort Ord to identify hidden ACM. Before closure, the U.S. Army performed asbestos surveys on all exposed surfaces in every building on Fort Ord for their operation and maintenance needs. The Army surveys were not invasive and therefore did not identify asbestos sources, which could be spread to the atmosphere during building deconstruction or renovation. In addition to commissioning the survey for hidden asbestos, FORA catalogued the ACM found during the removal of seventy Fort Ord buildings.

The survey for hidden asbestos showed:

- The Army asbestos surveys were conducted on accessible surfaces only which is not acceptable to the Monterey Bay Unified Air Pollution Control District ("MBUAPCD").
- Approximately 30 percent more ACM lies hidden than was identified in the Army surveys.
- The number one cause for slow-downs and change orders during building deconstruction is hidden asbestos (see FORA website).

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- [A comprehensive asbestos-containing materials survey must identify all ACM.](#)
- [All ACM must be remediated before building deconstruction begins. It is important to note that this includes non-friable ACM that has a high probability of becoming or has become friable - crumbled, pulverized, or reduced to powder by the forces expected to act on the material in the course of deconstruction.](#)
- [All ACM must be disposed of legally.](#)

[FORA Hierarchy of Building Reuse 1998](#)

[In response to the PDP project, FORA developed a Hierarchy of Building Reuse \("HBR"\) protocol to determine the highest and best method to capture and save both the embodied energy and materials that exist in the buildings on Fort Ord. The HBR is a project-planning tool. It provides direction, helps contractors achieve higher levels of sustainability, and facilitates dialogue with developers in order to promote salvage and reuse of materials in new construction projects. The HBR protocol has only been used on WWII era wooden buildings. The HBR protocol prioritizes activities in the following order:](#)

- [1. Reuse of buildings in place](#)
- [2. Relocation of buildings](#)
- [3. Deconstruction and salvage of building materials](#)
- [4. Deconstruction with aggressive recycling of building materials](#)

[FORA Request for Qualifications \("RFQ"\) for Building Deconstruction Contractors 1998](#)

[FORA went through an RFQ process in an attempt to pre-qualify contractors throughout the U.S. to meet the Fort Ord communities' needs for wooden building deconstruction \(removal\), hazardous material abatement, salvage and recycling, and identifying cost savings. The RFQ also included a commitment for hiring trainees in deconstruction practices.](#)

[FORA Lead-Based Paint Remediation Demonstration Project 1999](#)

[FORA initiated the LBP Remediation Demonstration Program in 1999 to determine the extent of LBP contamination in Fort Ord buildings and soil, field test possible solutions, and document the findings. The first step in controlling LBP contamination is to accurately identify the amount and characteristics of the LBP. This ensures that LBP is properly addressed during removal and reuse activities, in ways that protect the public, environment, and workers.](#)

[The FORA Compound and Water City Roller Hockey Rink were used as living laboratories to test the application of LBP encapsulating products. Local painting contractors were trained to apply various encapsulating products and the ease, effectiveness and expected product life was evaluated. This information was shared with the jurisdictions, other base closure communities and the regulatory agencies so that they could use the lessons learned if reusing portions of their WWII building stock.](#)

[FORA Waste Characterization Protocol 2001](#)

[A Basewide Waste Characterization Protocol was developed for building debris generated during the deconstruction of approximately 1,200 WWII era wooden structures. By profiling standing buildings utilizing the protocol, contractors are able to make more informed waste management and diversion decisions resulting in savings, greater implementation of sustainable practices, and more environmentally sensitive solutions.](#)

The following assumptions further assist decision-making for a large-scale source-based recovery program:

- Individual buildings have been uniquely modified over time within each building type.
- The basewide characterization protocol was verified by comparing it with the actual waste generated during the 12th street building removal.

FORA Building Removal for 12th Street/Imjin Parkway 2002

FORA, in 2002, remediated and removed 25 WWII era buildings as the preparatory work for the realignment of 12th Street, later to be called Imjin Parkway.

FORA Building Removal for 2nd Avenue Widening 2003

FORA, in 2003, remediated and removed 16 WWII era buildings and also the remains of a theater that had burned and been buried in place by the Army years before the base was scheduled for closure.

FORA/CSUMB oversight Private Material Recovery Facility Project 2004

In 2004, FORA worked with CSUMB to oversee a private-sector pilot Material Recovery Facility ("MRF"), with the goal of salvaging and reusing LBP covered wood from 14 WWII era buildings. FORA collaborated in the development of this project by sharing its research on building deconstruction and LBP abatement. CSUMB and their private-sector partner hoped to create value added products such as wood flooring that could be sold to offset deconstruction costs. Unfortunately the MRF operator and equipment proved to be unreliable and the LBP could not be fully removed from the wood or was cost prohibitive.

Dune WWII Building Removal 2005

FORA, in partnership with Marina and Marina Community Partners, removed 406 WWII era buildings. Ninety percent of the non-hazardous materials from these building were recycled. FORA volunteered to be the Hazardous Waste Generator instead of the City of Marina and worked with the California Department of Toxic Substance Control, the State Board of Equalization and the hazardous waste disposal facility so that as stipulated by state law, State Hazardous Waste Generator taxes could be avoided.

East Garrison Building Removal 2006 thru 2007

FORA, in 2006, provided the East Garrison developer with credits/funds to remove 31select WWII and after buildings from East Garrison.

Imjin Office Park Building Removal 2007

FORA, in partnership with Marina and Marina Community Partners, removed 13 WWII era buildings to prepare the Imjin Office Park site.

[FORA Removal of Building 4470 in Seaside 2011](#)

[In 2011, FORA had a concrete building in Seaside removed. Building 4470 was one of the first Korean War era concrete buildings removed on the former Fort Ord. Removal revealed the presence of hidden asbestos materials. The knowledge gained during this project will be helpful in determining removal costs of remaining Korean War era concrete buildings in Seaside and on CSUMB.](#)

[FORA/CSUMB Korean War Concrete Building Removal Business Plan Grant Application 2011](#)

[In 2011, FORA approached the U.S. Office of Economic Adjustment \(“OEA”\) about the possibility of applying for grant funds to assist in the removal of Korean War era concrete buildings located on CSUMB and Seaside property. The OEA was receptive to the idea and encouraged an application, noting that the amount available would likely be less than \\$500,000. Since a large portion of the Korean War era concrete buildings are located on CSUMB property, FORA asked CSUMB to co-apply for the grant funds, which would be used to accurately identify hazardous materials in the buildings both on CSUMB and Seaside property, and to develop a Business Plan that would harness market forces to reduce building removal costs and drive economically sound building removal decisions. FORA and CSUMB have completed the grant application and submitted it to the OEA, who will consider it once federal funding becomes available.](#)

[Continuing FORA support for CSUMB Building Removal Projects](#)

[Over the years, FORA has shared knowledge gained through various deconstruction projects with CSUMB and others, and CSUMB has reciprocated by sharing their lessons learned. Over the years FORA has supported CSUMB with shared contacts, information, review and guidance as requested for the following CSUMB building removal efforts:](#)

- [2003 removal of 22 campus buildings](#)
- [2006 removal of 87 campus buildings](#)
- [2007 removal of 9 campus buildings](#)
- [2009 removal of 8 campus buildings](#)
- [2010 removal of 33 campus buildings](#)
- [2011 removal of 78 campus buildings](#)
- [2013 removal of 24 campus buildings](#)

Placeholder for Item 9b

FORA FY 13-14 PRELIMINARY BUDGET

This item will be included in the final Board packet pending Executive Committee review and recommendation/s

**FORT ORD REUSE AUTHORITY BOARD REPORT
OLD BUSINESS**

Subject: Base Reuse Plan Post-Reassessment Follow-Up

Meeting Date: June 21, 2013

Agenda Number: 9c

INFORMATION/ACTION

RECOMMENDATION:

- i. Receive a report from Post-Reassessment Advisory Committee (PRAC) INFORMATION
- ii. Consider PRAC “Category IV” approach recommendation and September Board workshop proposal ACTION

BACKGROUND

In March 2013, Fort Ord Reuse Authority (FORA) Board Chairman Jerry Edelen appointed a Post-Reassessment Advisory Committee (PRAC). The PRAC, composed of seven Board members and focusing primarily on policy topics and options from the 2012 Reassessment Report’s “Categories” I and IV, was formed to develop a balanced and manageable set of near-term policy priority recommendations for Board consideration.

At the May 10 meeting, the Board endorsed a staff-prepared document summarizing PRAC Cat. I BRP text-edit recommendations. The Board also received a status report concerning PRAC recommendations for developing future Cat. I corrections and updates to the BRP’s figures (maps). Staff is currently compiling “rough draft” revisions to the approximately 40 BRP figures, to be provided to members for review prior to Board consideration. Ultimately, both the text and figure revisions implementing PRAC recommendations would be developed and integrated into a future BRP republication (final contents, scope, schedule, and budget to be determined). Republication would undergo appropriate California Environmental Quality Act (CEQA) clearance prior to any discretionary approval.

Category IV of the Reassessment Report’s topics/options pertains to creation of any new, modified, or expanded BRP policies and programs responding to issues identified during the reassessment process. A revised summary table identifying each Category IV subtopic is provided for reference (**Attachment A**-updated with annotations of current status for each category). On May 10, the Board received a status report concerning the PRAC’s May 10 morning meeting progress toward an initial/interim list of Cat. IV subject areas for priority consideration in FY 2013-2014, further discussed below.

DISCUSSION

Concerning Recommendation I, above: At its May 20 meeting, the PRAC re-engaged its initial May 10 subject area discussion, integrating members’ input, for inclusion in its recommendation to the Board. Staff’s current understanding of the mutually agreed Cat. IV topics (by PRAC members who were present on May 10) is summarized in the PRAC May 10 final meeting minutes (**Attachment B**), and includes the following components:

1. Need for an educational/visioning process, previously suggested by Dr. Ochoa and CSUMB (with an offer to co-host), as an early step in the process¹;
2. Prioritization of basewide Regional Urban Design Guidelines (an existing “Cat. III” FORA obligation), and their importance as a means to implementing a regional vision;

¹ Although the shorthand term “visioning” was used in the minutes and some discussion, most of the Committee’s discussion of a future community engagement process centered on exploring new ways to achieve the vision expressed in the BRP in light of current circumstances, as opposed to revisiting the BRP’s vision.

3. Blight removal, and funding thereof, as being relevant and responsive to multiple BRP and community goals;
4. The National Monument designation - A catalyst for outdoor recreation tourism and other economic development, and a central element of a needed open space access and trail network; and
5. Revisiting of FORA's financing model and underlying assumptions – Is the way in which FORA is currently financed still the most effective, based on current and forecasted economic conditions?

The PRAC is scheduled to meet on Monday, June 17. At the meeting, FORA staff will seek any additional refinements or other input that Committee members may wish to offer prior to forwarding its Cat. IV-related action-item recommendations to the Board. Staff will then provide an update to Board members concerning the PRAC's recommendations at, or prior to, the June 21 Board meeting.

Concerning Recommendation ii: A desire to engage with the community on the primary objectives, needs, opportunities, and logistical factors related to post-reassessment BRP implementation (see #1 on the previous page) emerged as a dominant priority in the May 20 PRAC meeting. The following is a summary of the major points to integrate into the engagement process.

- a) Hold an open public meeting, or meetings, focused on articulating the vision of the BRP, identifying means by which the BRP is currently implemented, and exploring ways in which the basic implementation model and assumptions could or should be modified to meet current needs. Structure the basic meeting objective as an BRP implementation-oriented symposium as opposed to a visioning exercise.
- b) Begin the meetings in the context of Post-Reassessment Board Workshop #3 (previous workshops occurred in February and March 2013). The first meeting could include both presentations and topic-specific breakout sessions, and be structured as the first in a bounded series of events/forums related to specific post-reassessment action items (#2-4, above, or others).
- c) Reconfirm with CSUMB leadership their willingness to co-host the process and provide a venue. Naval Postgraduate School may also be able to provide resources or guidance.
- d) Begin the meetings in September 2013, in order to allow for robust development of an effective agenda, a crisp statement of objectives, recruitment of speakers, and creation of a strong meeting format, as well as to coincide with CSUMB schedule.
- e) Look to the "TED Talks" discussion series as a possible model for the meeting format. Include presenters with relevant expertise and experience from outside the area.
- f) Include an in-depth discussion of opportunities, constraints, and possible new perspectives related to blight removal.
- g) Focus on regional, diversified, sustainable economic revitalization as an overarching BRP objective. Build economic development efforts on the competitive advantages that exist locally, in relation to CSUMB fields of specialization and in keeping with the EPS Market and Economic Analysis recommendations from the 2012 Reassessment Report, <http://fora.org/Reports/FinalReassessment/MarketStudy.pdf>.
- h) Return an initial draft agenda and potential list of presenters to the Advisory Committee as an interim, "mid-course check-in" step before the September event.

As with recommendation i., above, staff will seek additional Committee input at the May 17 PRAC meeting and provide an updated recommendation at, or prior to, the May 21 Board meeting.

FISCAL IMPACT

Reviewed by FORA Controller _____

The BRP reassessment has been funded through FORA's FY 11-12 and FY 12-13 budgets to accomplish the final BRP Reassessment Report prepared by EMC Planning Group; there is a balance of approximately \$20,000 remaining in the current fiscal year's budget in the BRP Post-Reassessment category. Future costs associated with BRP republication and/or other potential post-reassessment action items under consideration would need to come from FY 13-14 and future budget authorizations.

COORDINATION

Administrative Committee, Executive Committee, PRAC; CONCUR, Inc.

DRAFT

Prepared by _____ Reviewed by _____

Darren McBain

Steve Endsley

Approved by _____

Michael A. Houlemard, Jr.

Cat.	Topics/Policies	CURRENT STATUS IS SHOWN IN RED , BELOW.	FINAL Reassess. Report page ref.
I	BRP Corrections and Updates (typographical errors, minor clarifications, etc)		
	Text corrections	Reviewed by PRAC; will be incorporated into future republication.	3-3
	Figure corrections	Reviewed by PRAC; draft map/figure revisions are pending.	3-13
II	Prior Board Actions and Regional Plan Consistency Currently undergoing legal review by outside/specialized counsel for CEQA compliance.		
	Land Use Concept Map Modifications Based on Prior FORA Board Consistency Determinations (map “republication” based on prior approvals)		3-19
	Land Use Concept Map Modifications Based on Other Actions		3-22
	Modify Circulation Related Maps and Text in the BRP and Modify Capital Improvement Program		3-24
	BRP Modifications Regarding Consistency with Regional and Local Plans		3-25
III	Implementation of “Incomplete”/Yet-to-be-Completed BRP Policies and Programs FORA staff to identify goals and timelines in coordination with Administrative Committee representatives (Target: Summer 2013)		
	Land Use, Circulation, Recreation & Open Space, Conservation, Noise, and Safety BRP elements		3-32
	Jurisdictional implementation responsibilities		3-33
	FORA implementation responsibilities (<i>incl. Regional Urban Design Guidelines</i>)		3-33
IV	Policy and Program Modifications Under review by PRAC Note: Items in bold , below, are Reassessment Report subjects relating most directly to subjects highlighted at the 5/10/2013 PRAC meeting.		
	<u>Land Use/General</u>		
	1. BRP Visions and Goals		3-71
	2. Evaluation of Land Use Designations Related to the East Garrison-Parker Flats Land Swap Agreement		
	3. Specific Applicability of Programs/Policies to Del Rey Oaks and Monterey		
	4. Support for the Needs of Disadvantaged Communities		
	5. Refinement of Integrated Mixed Use Concepts		
	6. Promotion of Green Building		
7. Climate Action and Greenhouse Gas Reduction			

<p>8. Policy on Development/Habitat Interfaces</p> <p>9. Prioritization of Development within Army Urbanized Areas</p> <p>10. Policy on Land Use Compatibility Adjacent to CSUMB Campus</p> <p>11. Issues Relating to Gambling</p>	
<p><u>Economic Development and Jobs</u></p> <p>12. Reversal of the Loss of Middle Class Job and Housing Opportunities</p> <p>13. Constraints and Uncertainties for Development on Fort Ord</p> <p>14. Promotion of Economic Development through Outdoor Recreational Tourism/Ecotourism</p> <p>15. Capitalization on Existing Regional Strengths to Promote Expansion of Office and Research Sectors</p> <p>16. Establishment and Marketing of a Brand for Fort Ord</p>	3-83
<p><u>Urban Blight and Cleanup</u></p> <p>17. Prioritization of Funding for and Removal of Blight</p> <p>18. Evaluation of Base Clean-up Efforts and Methods</p>	3-89
<p><u>Aesthetics</u></p> <p>19. Prioritization of Design Guidelines</p>	3-92
<p><u>Housing</u></p> <p>20. Effects of Changes in Population Projections</p> <p>21. Policy Regarding Existing Residential Entitlements Inventory</p> <p>22. Cost of Housing and Targeting Middle-income Housing Types</p>	3-93
<p><u>Transportation</u></p> <p>23. Re-evaluation of Transportation Demands and Improvement Needs</p> <p>24. Capitalization on Existing Infrastructure – Consider Costs/Benefits/Efficiencies of Capital Improvement Program</p> <p>25. Policy on Through Traffic at CSUMB</p> <p>26. Prioritization of Multimodal (Bicycle, Pedestrian, and Transit) Transportation</p>	3-96
<p><u>Water</u></p> <p>27. Re-evaluation of the Salinas Valley Groundwater Basin Water Supply</p> <p>28. Prioritization of Water Augmentation</p> <p>29. Prioritization of Water Conservation</p>	3-101
<p><u>Fort Ord National Monument</u></p> <p>30. Potential for the National Monument and Tourism to be a Catalyst</p>	3-106

	<p>to Economic Growth in the Region</p> <p>31. Policy on Land Use Adjacent to the National Monument</p> <p>32. Integrated Trails Plan</p> <p>33. Fort Ord Nat'l Monument – Fort Ord Dunes State Park Trail Connection</p> <p>34. Access Points and Trailhead Development for the Fort Ord Nat'l Mon.</p>	
	<p><u>Cultural Resources</u></p> <p>35. Site for a Native American Cultural Center</p> <p>36. Additional Policy on Historic Building Preservation</p>	3-111
	<p><u>Veterans' Cemetery</u></p> <p>37. Veterans' Cemetery Location</p> <p>38. Veterans' Cemetery Land Use Designation</p> <p>39. Policy Regarding the Veterans' Cemetery</p>	3-112
V	<p>FORA Procedures and Operations – Items in bold, below, relate most directly to previous PRAC discussions of measuring BRP implementation effectiveness.</p> <p>A general discussion of Cat. V topics is a potential future Board post-reassessment workshop #3 subject area.</p>	
	<p>1. FORA Board composition, representation, and voting process</p> <p>2. Oversight of the land use/development implementation decisions of local jurisdictions</p> <p>3. Regularly track and report on the status of BRP policy and program implementation</p> <p>4. Clarify the methodology for making consistency determinations and track and report results of consistency determinations</p> <p>5. Provide regular updates on modifications to the BRP Land Use Concept map</p> <p>6. Regularly monitor, update and report on status of BRP build-out constraint variables and other measures of BRP implementation status</p> <p>7. Improve access to and disclosure of FORA Board decisions and fundamental data regarding the status of base reuse</p> <p>8. Periodically Assess the BRP</p> <p>9. Prepare a FORA Phase-Out Plan</p> <p>10. Assess Infrastructure Maintenance Cost Issues</p>	3-118



**BASE REUSE PLAN POST-REASSESSMENT
ADVISORY COMMITTEE MEETING
8:00 A.M. Friday, May 10, 2013**

920 2nd Avenue Suite A, Marina, CA 93933 (FORA Conference Room)

ACTION MINUTES

APPROVED

1. CALL TO ORDER AT 8:05 AM

Having confirmed a quorum, Fort Ord Reuse Authority (FORA) Board of Directors Chair Jerry Edelen called the meeting to order at 8:05 AM. The following people, as indicated by the roll sheet, attended:

Committee Members

Tom Moore, MCWD
Gail Morton, City of Marina
Jane Parker, Monterey Co.
Victoria Beach, City of Carmel
Jerry Edelen, City of DRO

Other Attendees

Michael Houlemard, FORA
Steve Endsley, FORA
Jonathan Garcia, FORA
Darren McBain, FORA
Scott McCreary, CONCUR, Inc.

Gene Doherty
Tim O'Halloran
Approx. four other members
of the public (not signed in)

2. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE: None

3. PUBLIC COMMENT PERIOD: No comments received.

4. APPROVAL OF APRIL 19, 2013 MEETING MINUTES: The Committee approved the draft meeting minutes by general consensus, without taking a formal vote.

5. OLD BUSINESS

a. Base Reuse Plan Post-Reassessment Follow-Up

i. Continue review of Category I corrections identified in the 2012 Base Reuse Plan Reassessment Report

- Cat. I text: After discussion, the Committee concurred with staff recommendation to incorporate the BRP Polygon 17A-related recommendation by Monterey County Resource management Agency Deputy Director Carl Holm into the Committee's summary document of Cat. I text-edit recommendations for Board consideration.
- Cat. I maps/figures: The Committee reviewed and discussed staff's draft worksheet summarizing 1) the Committee's development of a multi-step approach to future map updates, and 2) the applicability of this approach (or "guidelines") to the individual figures. The Committee recommended that staff should follow the guidelines when developing future work products (new versions of the BRP maps/figures) and requested, as a next step, additional materials to be reviewed by PRAC, i.e., draft map updates showing the specific, item-by-item changes "redlined" onto the actual figures in order to show more precisely how each updated figure would implement the Committee's recommended approach.

ii. Review Reassessment Report Category IV topics and options; discuss criteria and procedures to establish priority action items for Board consideration

Committee members discussed several possible criteria for establishing action-item priorities, including (but not limited to) identification of:

- Subject areas that have widespread agreement as being desirable goals,

- Actions or objectives with the highest likelihood of moving the FORA communities toward identified goals (“end-states”)
- Actions that would promote the objective of regional cohesiveness, as opposed to fragmented “fiefdoms”

Through discussion, Committee members brought the following subject areas (*not in rank order*) into focus as potential priority recommendations for further discussion at the next meeting.

1. Need for an educational/visioning process, previously offered by Dr. Ochoa and CSUMB, as an early step in the process;
2. Prioritization of basewide Regional Urban Design Guidelines (an existing “Cat. III” FORA obligation), and their importance as a means to implementing a regional vision;
3. Blight removal, and funding thereof, as being relevant and responsive to multiple BRP and community goals;
4. The National Monument designation - A catalyst for outdoor recreation tourism and other economic development, and a central element of a needed open space access and trail network; and
5. Revisiting of FORA’s financing model and underlying assumptions – Is the way in which FORA is currently financed still relevant and useful, based on current and forecasted economic conditions?

Committee member Tom Moore, PhD, distributed copies of a memo entitled “Draft List of Measures of Effectiveness for the Base Reuse Plan” for the Committee’s consideration. A copy is attached to these meeting minutes.

6. ADJOURNMENT

The meeting was adjourned at 11:00 AM.

Minutes prepared by Darren McBain.

MEMORANDUM

FROM: Dr. Tom Moore

TO: Post-Reassessment Ad Hoc Committee

DATE: May 10, 2013

SUBJ: Draft List of Measures of Effectiveness for the Base Reuse Plan

1. Measures of effectiveness (MOEs) for the Base Reuse Plan (BRP) should tie in some way to goals of the BRP. It is important to monitor these MOEs periodically in just the same way as the FORA Board monitors the financial performance of the Authority. All of the draft MOEs proposed below are quantitative MOEs. However, there should be a bit of thought given to whether or not there exist important, but not quantitative MOEs.
2. Here are some examples of potential MOEs. The first batch shown below are measurements that over the course of each fiscal or calendar year (whichever is more convenient for staff):
 - Number of square feet of newly occupied commercial space (by type).
 - Number of newly occupied dwelling units, by type.
 - Number of new MCWD ratepayers.
 - Number of new hotel/motel rooms built.
 - Water usage in AFY for the Ord Community and also broken down by land use jurisdiction.
 - Square footage constructed at non-LEED certified, LEED certified, LEED silver, LEED gold and LEED platinum levels.
3. Here are examples of measurements that would apply to a specific date. They should be taken at least once per year on the same date each year.
 - Traffic densities on arterial roadways.
 - Cumulative number of acres for which a habitat conservation plan is being executed.
 - Number of permanent full-time jobs in the Ord Community by salary range.
 - Number of seasonal, intern and part-time jobs by salary range in the Ord Community.
 - Local unemployment rate.
 - Occupancy rate of hotel/motel rooms located in the Ord Community.
 - Square footage of remaining blighted buildings
 - Square footage of reused, renovated Army buildings.
 - Mean distance in feet from each Ord Community dwelling unit to the nearest chain grocery store.

- END -

**DRAFT
BOARD PACKET**