



# FORT ORD REUSE AUTHORITY

## REGULAR MEETING

### FORT ORD REUSE AUTHORITY (FORA) ADMINISTRATIVE COMMITTEE

Wednesday, May 1, 2019 at 8:30 a.m.

920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933 (FORA Conference Room)

## AGENDA

#### 1. CALL TO ORDER/ESTABLISHMENT OF QUORUM

#### 2. PLEDGE OF ALLEGIANCE

#### 3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

#### 4. PUBLIC COMMENT PERIOD

*Members of the public wishing to address the Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes and will not receive Committee action. Whenever possible, written correspondence should be submitted to the Committee in advance of the meeting, to provide adequate time for its consideration.*

#### 5. APPROVAL OF MEETING MINUTES

**ACTION**

- a. April 17, 2019 Meeting Minutes

#### 6. DRAFT BOARD MEETING AGENDA REVIEW

**INFORMATION/ACTION**

- MAY 8, 2019 Special Workshop
- MAY 10, 2019 Board Meeting

#### 7. BUSINESS ITEMS

**INFORMATION/ACTION**

- a. Capital Improvement Program
  - i. Building Removal/Financing Update
  - ii. Draft Capital Improvement Plan
- b. 2018 Transition Plan
  - 1. Implementing Agreements Update
    - i. Environmental Services Cooperative Agreement
    - ii. Marina Coast Water District
    - iii. Transportation Agency of Monterey County
    - iv. Other items
  - 2. Legislation Status

#### 8. ITEMS FROM MEMBERS

**INFORMATION**

*Receive communication from Committee members as it pertains to future agenda items.*

#### 9. ADJOURNMENT

**NEXT MEETING: Wednesday, May 15, 2019 at 8:30 a.m.**

Persons seeking disability related accommodations should contact the Deputy Clerk at (831) 883-3672 48 hours prior to the meeting. Agenda materials are available on the FORA website at [www.fora.org](http://www.fora.org).



**FORT ORD REUSE AUTHORITY**  
**ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES**  
**8:30 a.m., Wednesday, April 17, 2019 | FORA Conference Room**  
920<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

**1. CALL TO ORDER**

Chair Michael A. Houlemard, Jr. called the meeting to order at 8:30 a.m.

The following members were present:

Dino Pick\* (City of Del Rey Oaks)  
Layne Long\* (City of Marina)  
Patrick Breen (MCWD)  
Hans Uslar\* (City of Monterey)  
Vicki Nakamura (MPC)  
Mike Zeller (TAMC)

Lisa Rheinheimer (Monterey-Salinas Transit)  
Melanie Beretti\* (County of Monterey)  
Steve Matarazzo (UCMBEST)  
Elizabeth Caraker (City of Monterey)  
Craig Malin\* (City of Seaside)  
Anya Spear (CSUMB)  
\*Voting member

**2. PLEDGE OF ALLEGIANCE**

The Pledge of Allegiance was led by NHA Principal Advisor Mark Northcross.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

Executive Officer Michael A. Houlemard, Jr. announced the following:

- SB 189 - Executive Officer, Committee member Layne Long and Board member John Gaglioti spoke before the Legislature in reference to this legislative bill.
- SB 533 - Is getting some consternation among some because it goes against the previous policy set by the FORA Board by making all jobs on Fort Ord Public Works, therefore falling under prevailing wage criteria. Local developers have also taken opposition to SB 533.
- Robert Norris primary point of contact on prevailing wages as Sheri Damon, who was the previous point of contact, has left FORA and is now employed by the City of Seaside.

**4. PUBLIC COMMENT PERIOD**

*Members of the public wishing to address the Administrative Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes.*

There were no public comments received.

**5. APPROVAL OF MEETING MINUTES**

**ACTION**

a. April 3, 2019 Meeting Minutes

**MOTION:** On motion by Committee member Beretti second by Committee member Uslar and carried by the following vote, the Administrative Committee moved to approve the April 3, 2019 regular meeting minutes.

**MOTION PASSED UNANIMOUSLY**

**6. April 12, 2019 DRAFT BOARD MEETING FOLLOW-UP**

**INFORMATION**

Executive Officer Michael A. Houlemard, Jr. reviewed the action taken by the Board at the April 12, 2019 Regular Board meeting and updated the Committee on the recommendation made by the Board to hold a joint Administrative Committee/Board Workshop. The workshop would be to conceptually understand the distinctions between the 2019-2020 Capital Improvement Program ("CIP") and the

Transition Plan Implementation Agreements and how they impact one another. The Committee has requested staff to draft an optional agenda to be presented at the May 1, 2019 Administrative Committee meeting for review and recommended direction to the Executive Committee. Staff responded to questions and comments from the Committee and the public.

**This item was for information only.**

## **7. BUSINESS ITEMS**

## **INFORMATION/ACTION**

*\*Committee Member Melanie Beretti requested item 7c - Update on Regional Housing be taken out of order and heard first, as Monterey County Housing Manager Anastacia Wyatt was present and would allow for broader update/discussion.*

### **a. Building Removal/Financing Update**

Principal Planner Jonathan Brinkmann introduced the item and provided brief presentation on the feasibility memo issued by NHA Advisors. NHA Advisors, with the Law firm of Stradling, Yocca, Carlson and Rauth, concluded that FORA has authority to issue bonds with terms that extend beyond the 2020 dissolution. This is subject to two conditions: 1) Bonds are issued under authority of Mark-Roos Act, 2) Tax increment revenues pledged to the bonds are subject to limitation of the project areas from which the tax increment revenue originates. Committee member Hans Uslar requested a comparable scenario of private vs. public bonds, in addition to closing costs, be brought back to the Committee for further review. At the direction of the Committee the item will be brought back to the May 1, 2019 meeting, at which time the Committee may make a recommendation. Staff and NHA Advisors Mark Northcross responded to questions and comments from the Committee and the public.

### **b. Capital Improvement Priority Ranking**

Mr. Brinkman updated the Committee, making note that the jurisdictions have received emails from Project Manager Peter Said in regards to priority ranking. Feedback from the jurisdictions on the survey was received identifying the rankings, high score equals higher priority and the low score equals lower priority. The highest ranking is S. Boundary Road Upgrade followed by General Jim Moore Blvd/South Boundary Road Intersection. Mr. Brinkman stated that the overall ranking of the projects' priority is very similar to previous years. Staff responded to questions and comments from the Committee and the public.

### **c. 2018 Transition Plan**

#### **a. Jurisdictional Financing Districts**

Due to time constraints this item was not heard.

#### **b. Implementation Agreements**

##### **1. Post FORA Assumption of Roles**

- a. Accounting
- b. Agenda/Board Packets
- c. Records – Public Records Request
- d. Website Maintenance

Kendall Flint from Regional Government Services ("RGS") requested feedback from the Committee on the post FORA roles such as accounting, agenda/board packets, records and identifying what jurisdictions might be interested in taking on those roles post FORA.

Monterey County Staff Melanie Beretti stated it would be helpful for the County to know what the effort would entail to assume these functions and noted she believes these functions should stay together in an administrative entity. City of Monterey stated they are not interested in taking on any additional post FORA roles. Marina City Manager Layne Long stated they would continue working with the City of Seaside on the blight removal.

2. ESCA, MCWD, TAMC Implementation Agreements

This item has been tabled to a future meeting.

c. Update on Regional Housing

Steve Flint from RGS updated the Committee on the status of the process of establishing Monterey County as a sub-region, as the development of the Regional Housing Needs Assessment ("RHNA") numbers for the next round. Association Monterey Bay Area Governments ("ABMAG") is currently in the process of sourcing someone in developing the process for the RHNA numbers, which are required to be completed by the end of the year. Mr. Flint stated that Josh Abrams from Baird and Driskell will be present at May 1, 2019, Administrative Committee meeting to provide an overview of the process and what it would take, along with the benefits. AMBAG Director of Planning Heather Adamson noted they will not be doing RHNA until 2021, and will not receive the RHNA numbers from Housing and Community Development ("HCD") until September 2021. Ms. Adamson provided an overview of the RHNA cycle, and the proposed changes. Staff responded to questions and comments from the Committee and the public.

**8. ITEMS FROM MEMBERS**

None.

**9. ADJOURNMENT** at: 10:30 a.m.

Minutes Prepared By:  
Heidi Lizarbe  
Deputy Clerk

**- START -**

**DRAFT  
BOARD PACKET**



# FORT ORD REUSE AUTHORITY

## REGULAR MEETING

### FORT ORD REUSE AUTHORITY (FORA) BOARD OF DIRECTORS

Friday, May 10, 2019 at 2:00 p.m. | 910 2<sup>nd</sup> Avenue, Marina, CA 93933 (Carpenters Union Hall)

## AGENDA

**ALL ARE ENCOURAGED TO SUBMIT QUESTIONS/CONCERNS BY NOON MAY 9, 2019.**

#### 1. CALL TO ORDER

#### 2. PLEDGE OF ALLEGIANCE *(If able, please stand)*

#### 3. CLOSED SESSION

- a. Conference with Legal Counsel – Gov. Code §54956.9(a), (d)(1): Keep Fort Ord Wild v. Fort Ord Reuse Authority. Monterey County Superior Court Case No.: 17CV004540, Pending Litigation.
- b. Conference with Legal Counsel – Gov. Code §54956.9(a), (d)(1): Marina Community Partners, LLC v. Fort Ord Reuse Authority, Monterey County Superior Court Case No.: 18CV000871, Pending Litigation
- c. Conference with Legal Counsel – One item of Potential Litigation, Gov. Code §54956.9(d)
- d. Public Employment, Gov. Code 54959.7(b) – Executive Officer Evaluation

#### 4. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

#### 5. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

#### 6. ROLL CALL

*FORA is governed by 13 voting members: (a) 1 member appointed by the City of Carmel; (b) 1 member appointed by the City of Del Rey Oaks; (c) 2 members appointed by the City of Marina; (d) 1 member appointed by Sand City; (e) 1 member appointed by the City of Monterey; (f) 1 member appointed by the City of Pacific Grove; (g) 1 member appointed by the City of Salinas; (h) 2 members appointed by the City of Seaside; and (i) 3 members appointed by Monterey County. The Board also includes 12 ex-officio non-voting members.*

#### 7. CONSENT AGENDA

#### INFORMATION/ACTION

*CONSENT AGENDA consists of routine information or action items accompanied by staff recommendation. Information has been provided to the FORA Board on all Consent Agenda matters. The Consent Agenda items are normally approved by one motion unless a Board member or the public request discussion or a separate vote. Prior to a motion, any member of the public or the Board may ask a question or make comment about an agenda item and staff will provide a response. If discussion is requested, that item will be removed from the Consent Agenda and be considered separately at the end of the Consent Agenda.*

- a. Approve April 12, 2019 Meeting Minutes  
**Recommendation:** Approve April 12, 2019 meeting minutes.
- b. Administrative Committee  
**Recommendation:** Receive a report from the Administrative Committee.
- c. Veterans Issues Advisory Committee  
**Recommendation:** Receive a report from the Veterans Issues Advisory Committee (VIAC).
- d. Water/Wastewater Oversight Committee  
**Recommendation:** Receive a report from the Water/Wastewater Oversight Committee (WWOC).
- e. Public Correspondence to the Board  
**Recommendation:** Receive Public Correspondence to the Board.

## 8. BUSINESS ITEMS

## INFORMATION/ACTION

*BUSINESS ITEMS are for Board discussion, debate, direction to staff, and/or action. Comments from the public are **not to exceed 3 minutes** or as otherwise determined by the Chair.*

- a. 2018 Transition Plan Actions
  - i. Transition Plan Transportation Study, **2<sup>nd</sup> Vote**  
**Recommendation:** Authorize Executive Officer to negotiate/execute a Service Work Order to the Master Service Contract with Whitson Engineers to perform a Transition Plan Transportation Study not to exceed \$150,000.
  - ii. May 8, 2019 Workshop Update/Items
  - iii. Implementing Agreement(s) Status
- b. Environmental Services Cooperative Agreement (ESCA) Long Term Obligation Support Services Resolution  
**Recommendation:** Adopt Resolution 19-XX - Resolution of the Fort Ord Reuse Authority finding that: 1) Contractors Arcadis, Westcliffe Engineers, Inc. and Weston Solutions, Inc. are Uniquely Qualified to Provide Long-Term Obligation Support Services Until 2028 Pursuant to an Amendment to the Environmental Services Cooperative Agreement, between the U.S. Army and FORA; 2) the Issuance of a Request for Proposals to these Uniquely Qualified Firms to Propose Terms for the Provision of these Support Services is Appropriate; and 3) the Executive Officer is Authorized to Enter into a Contract for Said Services on a Limited Competition Basis
- c. Economic Development Report  
**Recommendation:** Receive an Economic Development Report.
- d. FY 2019-2020 Capital Improvement Program (CIP)  
**Recommendation:**
  - i. Receive a report on the Fort Ord Reuse Authority Fiscal Year 2019-2020 CIP
  - ii. Consider Fiscal Year 2019-2020 CIP Adoption
  - iii. Authorize the Executive Officer to fund two escrow accounts with escrow holding company National Builders Control to fund construction of projects FO14 South Boundary Road Upgrade (\$5,000,000) and FO9C General Jim Moore Boulevard/South Boundary Road Intersection (\$1,056,168) post June 30, 2020 according to the Term Sheet
- e. FORA FY 2019-2020 Annual Budget  
**Recommendation:**
  - i. Review Fiscal Year 2019-2020 Proposed Budget
  - ii. Consider adopting Fiscal Year 2019-2020 Annual Budget
  - iii. Consider approval of staff proposed compensation & benefits adjustment
  - iv. Del Rey Oak Loan Repayment Request
- f. Marina Coast Water District Annual Budget and Compensation Plan  
**Recommendation:** Consider Resolution No. 19-XX and 19-XX adopting a Compensation Plan for Base-wide Water and Sewer Services on the Former Fort Ord.

## 9. PUBLIC COMMENT PERIOD

## INFORMATION

*Members of the public wishing to address the Board on matters within its jurisdiction, but **not on this agenda**, may do so for up to 3 minutes or as otherwise determined by the Chair and will not receive Board action. Whenever possible, written correspondence should be submitted to the Board in advance of the meeting, to provide adequate time for its consideration.*

## 10. ITEMS FROM MEMBERS

## INFORMATION

*Receive communication from Board members as it pertains to future agenda items.*

## 11. ADJOURNMENT

**NEXT REGULAR MEETING: June 14, 2019 AT 2:00 P.M.**

DRAFT

Persons seeking disability related accommodations should contact FORA 24 hrs prior to the meeting. This meeting is recorded by Access Monterey Peninsula and televised Sundays at 9 a.m. and 1 p.m. on Marina/Peninsula Chanel 25. The video and meeting materials are available online at [www.fora.org](http://www.fora.org).



# **Placeholder for Item 7a**

**April 12, 2019 Meeting Minutes**

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**This item will be included in the final Board packet.**

# FORT ORD REUSE AUTHORITY BOARD REPORT

## CONSENT AGENDA

**Subject:** Administrative Committee

**Meeting Date:** May 10, 2019

**Agenda Number:** 7b

**INFORMATION/ACTION**

### **RECOMMENDATION:**

Receive a report from the Administrative Committee.

### **BACKGROUND/DISCUSSION:**

The Administrative Committee held a meeting on April 3, 2019 and April 17, 2019. The approved minutes for these meetings are provided as **Attachment A, and B.**

### **FISCAL IMPACT:**

Reviewed by the FORA Controller\_\_\_\_\_

Staff time for the Administrative Committee is included in the approved annual budget.

### **COORDINATION:**

Administrative Committee

Prepared by\_\_\_\_\_ Approved by\_\_\_\_\_  
Heidi L. Lizarbe Michael A. Houlemard, Jr.



APPROVED

**FORT ORD REUSE AUTHORITY**  
**ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES**  
**8:30 a.m., Wednesday, April 3, 2019 | FORA Conference Room**  
920<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

**1. CALL TO ORDER**

Chair Dino Pick called the meeting to order at 8:30 a.m.

The following members were present:

Dino Pick\* (City of Del Rey Oaks)  
Layne Long\* (City of Marina)  
Patrick Breen (MCWD)  
Hans Uslar\* (City of Monterey)  
Vicki Nakamura (MPC)

Lisa Rheinheimer (Monterey Salinas Transit)  
Melanie Beretti\* (County of Monterey)  
Steve Matarazzo (UCMBEST)  
Elizabeth Caraker (City of Monterey)  
Craig Malin\* (City of Seaside)  
Mike Lerch (CSUMB)  
\*Voting member

**2. PLEDGE OF ALLEGIANCE**

The Pledge of Allegiance was led by Keith Van Der Maaten.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

Executive Officer Michael A. Houlemard, Jr. announced the following:

**4. PUBLIC COMMENT PERIOD**

*Members of the public wishing to address the Administrative Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes.*

There were no public comments received.

**5. APPROVAL OF MEETING MINUTES**

**ACTION**

a. March 13, 2019 Meeting Minutes

**MOTION:** On motion by Committee member Uslar second by Committee member Malin and carried by the following vote, the Administrative Committee moved to approve the March 13, 2019 regular meeting minutes.

**MOTION PASSED UNANIMOUSLY**

**6. April 12, 2019 DRAFT BOARD MEETING AGENDA REVIEW**

**INFORMATION**

Mr. Houlemard provided an overview of the items on the draft April 12, 2019 Board meeting agenda, and noted an additional item the 2019 Job Survey may be added to the consent agenda should the Executive Committee choose to add it. Staff responded to questions and comments from the Committee. There was no public comment received.

**This item was for information only.**

## **7. BUSINESS ITEMS**

## **INFORMATION/ACTION**

- a. Consistency Determination: City of Marina Veterans Center Permanent Supportive Housing at 229-239 Hayes Circle, Marina.

Mr. Houlemard introduced the item providing a brief background of the project, noting the Veterans Transition Center ("VTC") has been working with FORA at the staff level coordinating with the United States Army to ensure sufficient water for the project. The project, has been underway for approximately two and a half years, going through three iterations of state support and each time receiving additional funding. Principal Planner Jonathan Brinkmann provided an overview of how the FORA's Master Resolution sets how consistency determinations are processed following the Base Reuse Plan and the FORA Act. The process is to set up a planner's working group which took place a few weeks ago, and recommended approval to the Administrative Committee. City of Marina Senior Planner David Mack provided an overview the project, which is a 71 unit multi-level housing complex that will be split between low and very low income with one unit for an onsite manager at no charge. The City of Marina did an environmental document which concluded there were some issues that needed to be mitigated, and Marina did a mitigated negative declaration.

MOTION: On motion by member Beretti and seconded by member Malin, the committee moved to approve the staff recommendation finding the consistency determination is consistent with the Base Reuse Plan ("BRP").

### **MOTION PASSED UNANIMOUSLY**

- b. 2018 Transition Plan

- i. Post June 30, 2020 Regional Transportation Impact Fees

Kendall Flint from Regional Government Services ("RGS") engaged the committee in discussions regarding local and regional transportation projects. Principal Planner Jonathan Brinkman presented a presentation comparing Transportation Agency for Monterey County ("TAMC") Regional Development Impact Fee ("RDIF") to FORA's Community Facilities District ("CFD") while providing prior feedback on the on-site transportation projects. At the March 20, 2019 Administrative Committee meeting, four cities agreed that FORA should finish GJMB intersection at South Boundary Road and South Boundary Road. The group agreed that local transportation projects would be transferred to their local jurisdictions. However, the Administrative Committee has not found consensus on whether or not TAMC's RDIF should replace the CFD or the CFD should continue to fund off-site and regional projects. The Cities of Monterey, Del Rey Oaks, and Sand City expressed concerns that fees generated through FORA's CFD may be used for projects outside of the FORA project area. Staff responded to questions from the Committee and the Public.

- ii. Post June 30, 2020 Water Issues

Marina Coast Water District ("MCWD") General Manager Keith Van Der Maaten presented a handout outlining what they believe needs to their bilateral agreements with individual jurisdictions as MCWD's commitment to honoring the FORA potable and recycled water allocations under the BRP. Mr. Maaten reviewed each section of the handout, answering questions as needed. MCWD will prepare agreements post FORA for agencies that will establish that MCWD will honor all water allocations for each agency as defined in their current allocations with FORA. Staff responded to questions from the Committee.

iii. Update on Replacement Financing District

Kendall Flint from RGS advised the Committee Members that draft legislative language is currently being reviewed by the California Legislature can be viewed, and tracked, online. She stated RGS facilitators will be watching the progress of the draft language, and continue to develop and outline the implementation agreements for FORA member jurisdictions. Information regarding the draft language will be brought back to the Committee when it is available.

c. Update on Regional Housing

Mrs. Flint informed the Committee that RGS facilitators have met with the Association of Monterey Bay Area Governments ("AMBAG") and staff at the California Department of Housing and Community Development office. The meetings are structured around the viability of the county becoming a sub-region of a multi-jurisdictional housing element resembling that of San Mateo County. The idea of multi-jurisdictional element is to be able to accommodate the development of affordable housing by rezoning land, setting aside land, etc. She stated several member agencies, including the county, currently support the idea because it allows for jurisdictional collaboration, and it would assist with member cities in meeting state mandated requirements for affordable housing development. The Committee will be updated on the outcome of future meetings.

d. Capital Improvement Program: Priority Ranking Background Material

Kendall Flint opened the conversation regarding the FORA Capital Improvement Program ("CIP"). Principal Planner Jonathan Brinkman gave a brief background on the CIP, which is conducted annually, and will help establish transition plan implementation agreements in areas such as transportation, habitat conservation, and water allocation/augmentation. Mr. Brinkman advised the Committee that, in previous years, the data collection for the CIP has been done different ways, most commonly in a survey format that is distributed to member jurisdictions and sent back to FORA staff for compiling. He stated that certain jurisdictions have requested the data obtained through corresponding with the respective engineering departments. He inquired to the Committee as to how it would be preferred the information be gathered. Executive Officer Michael Houlemard reminded the Committee members that this is an annual procedure, not to be viewed concurrent with the Transition Plan. While transition plan implementing agreements may be partially influenced by the CIP, the CIP is annually conducted to help structure the Budget. The CIP procedure will go forward as it always has, but the goal is that the CIP will gradually taper as each FORA CIP project is distributed to each member jurisdiction in the transition plan implementing agreements. The Committee and Mr. Houlemard agreed that the information would be best collected by contacting the Administrative Committee members directly, in order to obtain the data and present to the Committee prior to going before the Board.

**8. ITEMS FROM MEMBERS**

**9. ADJOURNMENT** at: 10:52 a.m.

Minutes Prepared By:  
Heidi Lizarbe  
Deputy Clerk

# **Attachment B to Item 7b**

**April 17, 2019 Admin Minutes**

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**This item will be included in the final Board packet.**

| FORT ORD REUSE AUTHORITY BOARD REPORT |                                    |                           |
|---------------------------------------|------------------------------------|---------------------------|
| CONSENT AGENDA                        |                                    |                           |
| <b>Subject:</b>                       | Veterans Issues Advisory Committee |                           |
| <b>Meeting Date:</b>                  | May 10, 2019                       | <b>INFORMATION/ACTION</b> |
| <b>Agenda Number:</b>                 | 7c                                 |                           |

**RECOMMENDATION:**

Receive a report from the Veterans Issues Advisory Committee (VIAC).

**BACKGROUND/DISCUSSION:**

The Veterans Issues Advisory Committee met on March 28, 2019. The approved minutes for this meetings are provided as **Attachment A**.

**FISCAL IMPACT:**

Reviewed by FORA Controller \_\_\_\_\_

Staff time for this item is included in the approved annual budget.

**COORDINATION:**

VIAC

Prepared by \_\_\_\_\_ Approved by \_\_\_\_\_  
 Shawn Hall Michael A. Houlemard, Jr.



APPROVED

**FORT ORD REUSE AUTHORITY  
VETERANS ISSUES ADVISORY COMMITTEE (VIAC) MEETING MINUTES  
3:00 P.M. March 28, 2019 | FORA Conference Room  
920 2<sup>Nd</sup> Avenue, Suite A, Marina CA 93933**

**1. CALL TO ORDER**

Chair Ian Oglesby called the meeting to order at 3:00 P.M.

**Committee Members Present:**

Ian Oglesby, Mayor of Seaside  
Mary Estrada, United Veterans Council (UVC)  
Jack Stewart, Monterey County California Central Coast Veterans Cemetery Advisory Committee  
Sid Williams, Monterey County Military & Veterans Affairs  
COL Greg Ford, US Army  
Edith Johnsen, Veterans Families/Fund Raising  
Jason Cameron, Monterey County Office of Military & Veteran Affairs  
Richard Garza, CCVC Foundation  
James Bogan, Disabled American Veterans

**2. PLEDGE OF ALLEGIANCE** led by Edith Johnsen.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

Robert Norris informed the committee that the Heroes Open planning committee is off to a good start, reviewing correspondence and pamphlets.

Member Jason Cameron updated the committee on \$1.6 million of retroactive compensation payments.

Survey results show 99% satisfied and very satisfied. Mr. Cameron announced the first quarterly newsletter was rolled out January 1st. The van ride program that takes individuals to Palo Alto made 16 trips this month.

Jason discussed getting a city coalition to help with homeless outreach. Sid Williams suggested a VTC link on the City of Seaside's webpage.

**4. PUBLIC COMMENT PERIOD**

There were no comments from the public.

**5. APPROVAL OF MEETING MINUTES**

a. February 28, 2019 Regular Meeting Minutes

**MOTION:** On motion by Committee member Stewart and seconded by Committee member Williams and carried by the following vote, the VIAC approved the February 28, 2019 meeting minutes as written.

**MOTION: PASSED UNANIMOUSLY**

**6. BUSINESS ITEMS**

a. **Affordable Housing**

i. Veteran's Transition Center Housing Construction



Jack Murphy reported that the remaining 5 duplexes are scheduled to be done by the end of the calendar year. He also informed the committee that the VTC is not submitting Homeless Emergency Assistance Program (HEAP) applications, due to several issues, such as timing and zoning. Jack noted that the Lightfighter Village plans and permits are 100% done. Next step is to work with the Housing Authority to secure vouchers for the project.

Robert notified the committee of his plans to provide update to the group regarding the resources necessary to house our veterans.

b. **Employment**

Robert informed the committee of Ron Cheshire's interest in leading an Apprenticeship Training Program.

c. **Central Coast Veterans Cemetery Status Report**

i. *Cemetery Administrator's Status Report*

Principal Analyst Robert Norris updated the committee stating the project runs in 2 phases, and currently is scheduled to release the Environmental Impact Report ("EIR") for public comment.

ii. *Veteran's Cemetery Land Use Status*

Nothing new to report.

iii. *Fort Ord Committee Verbal Report: Oak Woodlands Mitigation & Endowment MOU*

Nothing new to report.

iv. *Legislative Report*

Mr. Norris commented that at the last meeting, the FORA Legislative Committee is supporting efforts to remove the requirement for a local match for future phases of the cemetery.

d. **Ord Military Community**

COL. Gregory Ford reminded the group the Vietnam Recognition Day is Friday, March 29, 2019. He announced that the Army is interested in opening a position for an employee to review housing and establish habitability. Jobs will be posted on USAJOBS website. Veterans and DOD have priority.

e. **Fundraising Status**

i. *CCVCF Status Report*

Mr. Richard Garza notified the committee that Pops Culver's memorial will be Saturday, March 30, 2019 at noon at Post 31 in Salinas. He will be a big part of the coming Ride. Candy Ingram confirmed Pops Culver's memorial to be on Sunday, March 31, 2019. Additionally, there will be a graveside ceremony.

She also reported that there will be a Memorial Day Ceremony at 8:00 a.m. Monday, May 27, 2019 at the cemetery.

Marina announced that Congressman Panetta's office will assist with the Epic Riders Cross Country fundraiser.

f. **VA-DOD Clinic**

James Bogan and Robert Norris attended the VA Town Hall meeting led by Director Tony Fitzgerald. Director Fitzgerald reported that there are over 90,000 veterans enrolled and served at the 13 locations in this region. This effort is supported by over 27,000 volunteers. The region has received high marks from the Joint Commission on accreditation. Director Fitzgerald reported he intends to use the Enhanced Use Lease ("EUL") Program to convert reauthorization of the VA Secretary's authority to use more flexible approaches. Mr. Bogan reported that

volunteers are needed to load and unload outdoor signs. Also, he mentioned that Service Animals' signs are needed.

g. **Historical Preservation Project**

Mary Estrada announced that the Marina Foundation's 501c3 was given back. The IRS canceled the tax ID number.

It was requested that this item be removed from future agendas.

h. **Working Group Status**

Jack Stewart informed the committee that was an ad-hoc group and it has dissolved.

i. **Calendar of Events**

We were informed that the PX is also hosting a Vietnam Veterans Ceremony.

**7. ITEMS FROM MEMBERS**

Nothing to report

**8. ADJOURNMENT** at 3:45 p.m.

Minutes Prepared

by: Shawn Hall

| <b>FORT ORD REUSE AUTHORITY BOARD REPORT</b> |                                      |                           |
|--|--------------------------------------|---------------------------|
| <b>CONSENT AGENDA</b>                        |                                      |                           |
| <b>Subject:</b>                              | Water/Wastewater Oversight Committee |                           |
| <b>Meeting Date:</b>                         | May 10, 2019                         | <b>INFORMATION/ACTION</b> |
| <b>Agenda Number:</b>                        | 7d                                   |                           |

**RECOMMENDATION:**

Receive an update from the Water/Wastewater Oversight Committee (WWOC).

**BACKGROUND/DISCUSSION:**

The WWOC considered the MCWD budget on March, 27th, April 11th, and April 25th, 2019. Due to document size, proposed budget/revisions (Exhibit A) can be found at:

<http://fora.org/wwoc-review.html>

The WWOC found the budget to be in order and in conformance with standard practices. At its April 25th meeting, the WWOC voted 4-0 to recommend adopting the proposed compensation plan for base-wide water and sewer services on the Fort Ord Community and the 5-year CIP with no capacity fee change. The minutes approved at this meeting are provided as (**Attachment A**).

**FISCAL IMPACT:**

Reviewed by FORA Controller \_\_\_\_\_

Staff time for this item is included in the approved FORA budget.

**COORDINATION:**

WWOC, Marina Coast Water District

Prepared by \_\_\_\_\_ Approved by \_\_\_\_\_  
Peter Said Michael A. Houlemard, Jr.



**FORT ORD REUSE AUTHORITY  
WATER/WASTEWATER OVERSIGHT COMMITTEE  
MEETING MINUTES**

920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933 | FORA CIC  
10:00 A.M., Thursday, April 11, 2019

**1. CALL TO ORDER**

Co-Chair McMinn called the meeting to order at 10:03 A.M.

**Committee Members Present:**

Mike Lerch, California State University Monterey Bay  
Steve Matarazzo, University of California Santa Cruz  
Brian McMinn, City of Marina  
Scott Ottmar, City of Seaside (alternate)

**Committee Members Absent:**

Melanie Beretti, County of Monterey  
Elizabeth Caraker, City of Monterey  
Dino Pick, City of Del Rey Oaks

**Other Attendees:**

Kelly Cadiente, Marina Coast Water District (MCWD)  
Mike Wegley, Marina Coast Water District  
Doug Yount, Marina Community Partners

**FORA Staff:**

Peter Said  
Steve Endsley

**2. PLEDGE OF ALLEGIANCE** led by Committee member Steve Matarazzo.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE**

**4. PUBLIC COMMENT PERIOD**  
None.

**5. APPROVAL OF MEETING MINUTES**

**MOTION:** On motion by Committee member Matarazzo and second by Committee member Ottmar, the Water/Wastewater Oversight Committee (WWOC) moved to approve the March 28, 2019 meeting minutes.

**MOTION PASSED: UNANIMOUSLY**

**6. BUSINESS ITEMS****a. Master Plan Schedule Update****INFORMATION**

Mr. Mike Wegley of MCWD informed the Committee of delays they have experienced with the consultant. After reviewing multiple drafts, MCWD is considering different ways in setting capacity fees. Mr. Wegley noted that a PDF of the DRAFT Master Plan may be available by May 29<sup>th</sup>. Consultant is expected to present 2 alternatives to the MCWD Board for review in late May, and anticipates MCWD Board consideration of approval in the July/August timeframe.

Mr. Wegley responded to questions and comments from the Committee and public

This item was for information only.

**b. MCWD FY 19-20 DRAFT Budget Review****INFORMATION/ACTION**

Ms. Cadiente shared a brief presentation highlighting the budget process and provided responses to questions that were raised at the meeting on March 28, 2019. MCWD synchronized the budget with the CIP approved by the WWOC in January.

Ms. Cadiente presented a comparison of budgeted capital improvement projects and actual capital improvement costs for the fiscal years included in the previous 5-year rate study (2013). Ms. Cadiente noted the actual amount spent from the MCWD reserves was \$4.5M higher than forecasted in the previous 5-year rate study (2013) over the 5 years, and is attributed to not realizing the projected revenue due to the lower rate of growth than what was forecasted in the Study. The District mitigated the lower revenues by minimizing costs, delaying budgeted capital projects and using reserves. The rates approved in 2018 based on the 2017 5-year rate study and the issuance of new debt for capital projects are included in the FY 2019-2020 draft budget which will move the District toward completing budgeted capital projects and re-building reserves to minimum levels.

Ms. Cadiente also responded to additional questions and comments from the Committee about shared cost allocations per generally accepted accounting procedures and legal costs associated with Groundwater Sustainability Agency (GSA) formation and plan preparation. WWOC to make a recommendation of the MCWD Budget to the FORA Board on April 25, 2019, for FORA Board consideration May 10<sup>th</sup>, 2019. MCWD Board to consider the proposed 2019-20 MCWD budget in mid June.

No action was taken on this item.

**7. ITEMS FROM MCWD**

None.

**8. ITEMS FROM MEMBERS**

None.

**9. ADJOURNMENT:** Co-chair McMinn adjourned the meeting at 11:18 A.M.

| FORT ORD REUSE AUTHORITY BOARD REPORT |                                    |                           |
|---------------------------------------|------------------------------------|---------------------------|
| CONSENT AGENDA                        |                                    |                           |
| <b>Subject:</b>                       | Public Correspondence to the Board |                           |
| <b>Meeting Date:</b>                  | May 10, 2019                       | <b>INFORMATION/ACTION</b> |
| <b>Agenda Number:</b>                 | 7e                                 |                           |

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Correspondence may be submitted to the Board via email to [board@fora.org](mailto:board@fora.org) or mailed to the address below:

FORA Board of Directors  
920 2<sup>nd</sup> Avenue, Suite A  
Marina, CA 93933

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

|  |                    |
|--|--------------------|
| <b>Subject:</b> Transition Plan Transportation Study- 2 <sup>nd</sup> Vote |                    |
| <b>Meeting Date:</b> May 10, 2019<br><b>Agenda Number:</b> 8a.i            | <b>INFORMATION</b> |

### **RECOMMENDATION:**

Authorize Executive Officer to negotiate/execute a Service Work Order with Whitson Engineers Master Service Contract for a Transition Plan Transportation Study not to exceed \$150,000.

### **BACKGROUND/DISCUSSION:**

Government Code section 67700(a) requires the Fort Ord Reuse Authority (FORA) dissolve when eighty percent (80%) of the base has been reused in a manner consistent with the reuse plan or on June 30, 2020, whichever first occurs. Section 67700(b)(2) of the same code mandates:

*The board shall approve and submit a transition plan to the Monterey County Local Agency Formation Commission on or before December 30, 2018, or 18 months before the anticipated inoperability of this title pursuant to subdivision (a), whichever occurs first. The transition plan shall assign assets and liabilities, designate responsible successor agencies, and provide a schedule of remaining obligations. The transition plan shall be approved only by a majority vote of the board.*

In December 2018, the FORA Board resolved to implement a Transition Plan by approving Resolution 18-11. Section 2.2.6 of this resolution addresses transportation and transit stating:

*“...With respect to the projects for which FORA is the lead agency and which no jurisdiction has addressed in its Transition Plan Implementing Agreement (TPIA), FORA working in conjunction with Transportation Agency of Monterey County (TAMC) shall prepare a regional traffic modeling analysis showing the inclusion of the FORA lead agency on-site roads as compared to the removal of the FORA lead agency roads on the remaining Fort Ord roads. In particular, off-site, regional and on-site Fort Ord local roads within or adjacent to the City of Marina, City of Seaside, City of Del Rey Oaks, and County of Monterey shall be analyzed to ascertain the impact on the Ord Community, including without limitation, California State University Monterey Bay, University of California Monterey Bay Science and Technology, Monterey Peninsula College, the Veteran’s Cemetery, the Army and the National Monument, and the regional network, so as to inform the last year Capital Improvement Program (CIP)..”*

Therefore, a traffic modeling analysis or ‘transportation study’ of FORA lead agency roadways is essential to inform the last year CIP. The likely study completion date will be late summer 2019.

To accomplish this study, FORA staff recommends adding a Service Work Order to the FORA Whitson Engineers Master Services Contract. Whitson Engineers was selected through a public qualifications process in July 2017 as the best qualified engineering firm to provide Engineering Services for Roadways and Transportation.

This regional traffic modeling analysis scope (**Attachment A**) will compare the existing conditions of the Fort Ord roadway network to a 'build out' of the 2040 Regional Transportation Plan (RTP) with and without the FORA lead projects. The scope includes up to eight coordination meetings, which will include TAMC.

Therefore, Staff is recommending the Board authorize the Executive Officer to negotiate/execute a Service Work Order to the Master Service Contract with Whitson Engineers to perform Transition Plan Transportation Study to not exceed \$150,000.

**FISCAL IMPACT:**

Reviewed by FORA Controller \_\_\_\_\_

The FORA Board approved up to \$150,000 in funding in the 2018-2019 Mid-Year Budget

**COORDINATION:**

Authority Counsel, Administrative and Executive Committees, and TAMC.

Prepared by \_\_\_\_\_ Reviewed by \_\_\_\_\_  
Peter Said Jonathan Brinkmann

Approved by \_\_\_\_\_  
Michael A. Houlemard, Jr.



# **Fort Ord Reuse Authority 2020 Transition Transportation Study**

## **Project Number: CIP16 Introduction and Scope of Work:**

**April 3, 2019**

### **PURPOSE:**

The Fort Ord Reuse Authority (FORA) in conjunction with the Transportation Agency of Monterey County (TAMC) is seeking a consultant to prepare a regional traffic modeling analysis which will compare the existing conditions of the Fort Ord roadway network (E1) to a 'no build of FORA CIP' (C1) and 'build FORA CIP' (C2) scenarios. As an additive work order option, FORA and TAMC may develop, and have the consultant analyze, an alternative list of roadways to mitigate the C1 scenario.

### **BACKGROUND:**

Government Code section 67700(a) requires that FORA dissolve when eighty percent (80%) of the base has been developed or reused in a manner consistent with the Reuse Plan or on June 30, 2020, whichever first occurs. Government Code section 67700(b)(2) mandates as follows:

*The board shall approve and submit a transition plan to the Monterey County Local Agency Formation Commission on or before December 30, 2018, or 18 months before the anticipated inoperability of this title pursuant to subdivision (a), whichever occurs first. The transition plan shall assign assets and liabilities, designate responsible successor agencies, and provide a schedule of remaining obligations. The transition plan shall be approved only by a majority vote of the board. (Emphasis added)*

In December 2018 The FORA Board Resolved to implement a Transition Plan (Resolution 18-11). Section 2.2.6 of the Transition Plan Resolution on Transportation and Transit states the following:

*...With respect to the projects for which FORA is the lead agency and which no jurisdiction has addressed in its Transition Plan Implementing Agreement, FORA working in conjunction with TAMC shall prepare a regional traffic modeling analysis showing the inclusion of the FORA lead agency on-site roads as compared to the removal of the FORA lead agency roads on the remaining Fort Ord roads. In particular, off-site, regional and on-site Fort Ord local roads within or adjacent to the City of Marina, City of Seaside, City of Del Rey Oaks, and County of Monterey shall be analyzed to ascertain the impact on the Ord Community, including without limitation, California State University Monterey Bay ("CSUMB"), University of California Monterey Bay Science and Technology ("UC MBEST"), Monterey Peninsula College ("MPC"), the Veteran's Cemetery, the Army and the National Monument, and the regional network, so as to inform the last year CIP...*

## **SCOPE OF WORK**

Time is of the Essence for the work listed herein, and **FORA has set a hard completion date of \_\_ ( 2 months) \_ 2019**. The consultant is responsible to secure and assign the resources, materials, and equipment necessary to achieve this goal, including contingency and adequate risk mitigations for unforeseen risks prior to the start of work.

**The consultant is responsible to become familiar with the details of the following prior to start:**

- 1997 Fort Ord Regional Transportation Study.
- 2005 FORA Fee Reallocation Study.
- 2017 FORA Fee Reallocation Study.
- Association of Monterey Bay Area Governments (AMBAG) Regional Traffic Demand Model (RTDM)
- FORA Capital Improvement Program.
- Ongoing roadway projects near or on the former Fort Ord such as the City of Marina's Imjin Rd.

**The Consultant is required to:**

- Use a model based on the AMBAG RTDM.
  - Validate land-use assumption with FORA prior to performing baseline analysis.
  - Use FORA's updated Development Projects for FY 19-20.
  - Collect and use FORA member jurisdictions' most recent traffic counts.
- Ensure Traffic Analysis Zones conform to existing property lines and land use designations. No TAZ's with split designations or split properties.
- Provide results in terms of Level of Service.
  - LOS D shall be considered failing.
- Provide all analysis using industry best practices.
- Provide maps for each analysis (PDF + Print).
- Provide all data in table form (PDF + Excel).

**The Consultant shall assume**

- City of Marina Imjin Road Widening Project (From Reservation Rd. to Imjin Connector) is built.
- 8<sup>th</sup> Street between Imjin Connector and 2<sup>nd</sup> Avenue is open and has trips equal to Divarty St.
- Consultant shall show the trip count of segments in-between major arterial network intersections (Attachment A) on the map, and in a separate table.
- Consultant shall show the trip delta between the comparison analysis on the maps and the tables.

### **TASK 1: PROJECT MANAGEMENT AND MEETINGS**

Consultant team shall provide for 4 meetings with Administrative Committee, 2 meetings with Technical Advisory Committee, and 6 meetings with FORA and TAMC Staff.

Consultant shall provide for the Quality Assurance and Quality Control for all deliverables to FORA such that minimal information, grammar, and spelling mistakes exist in the documents (no more than 3). All maps shall be easily readable, include a legend, and be clear in the information being conveyed.

Consultant shall provide preliminary DRAFT documents in PDF and Hardcopy with tables in excel format. All DRAFT Documents must be dated, include the revision number, file name, and shall state:

### **TASK 2: BASELINE ANALYSIS**

1. Consultant must deliver an analysis of the existing conditions **(E1)** of FORA On-Site & Off-site Roadway Network (Attachment A) and major arterials. As part of this analysis, up to 45 weekday tube counts will be completed. The Consultant will work with the FORA to determine which segments on Exhibit A will be specifically evaluated. Up to 45 locations will be evaluated using planning level of service (LOS) analysis. Consultant will prepare LOS mapping and tabular summary data.

#### *Deliverables*

1. Up to 45 traffic counts
2. LOS Map for **(E1)**
3. Tabular summary data for **(E1)**

### **TASK 3: PROJECTIONS AND EXISTING CONDITIONS COMPARISON**

1. Deliver an analysis of 2040 year conditions for the following scenarios:
  - a. **(C1)** FORA CIP (including on-site & off-site roadway network) including Northeast-Southwest Connector as it is included in the RTP ("Connector")
  - b. **(C2)** FORA CIP including Connector between Eucalyptus Road and Watkins Gate (as currently proposed in the NOP for the EIR.
  - c. **(C3)** FORA CIP, excluding Connector, with a new roadway between Eucalyptus Road and 8<sup>th</sup> Street ("Alternative Roadway 1")
  - d. **(C4)** FORA CIP, excluding Connector and Alternative Roadway 1
  - e. **(C5)** FORA CIP, excluding Connector, Alternative Roadway 1, and widening Gigling Road
    - i. Consultant will update the current 2040 AMBAG Travel Demand Model (TDM) to reflect current FORA land use planning. This data will be verified with the FORA project manager.
    - ii. Consultant will prepare LOS mapping and separate summary tabular data for the resultant Scenario **(C1-C5)** networks.
    - iii. Consultant shall show the trip delta between **(E1)** and **(C1-C5)** on the maps and in the tables.

*Deliverables*

1. Updated **(C1-C5)** travel demand models reflecting current FORA land use plans
2. Scenarios **(C1-C5)** LOS, VMT, VHT, and CVMT Maps
3. Tabular summary data for Scenarios **(C1-C5)** including LOS, VMT, VHT, and CVMT
4. Difference plots showing delta between **(E1)** and **(C1-C5)**

**TASK 4: SCENARIO ANALYSIS**

1. Deliver a comparative analysis between **(C1-C5)**.
2. Prepare trigger analysis **(C1-C5)** based on assumed linear uniform growth (results will be approximate year based on an average annual growth).
3. Deliver a professional opinion on a future project list for each scenario **(C1-C5)**.
  - a. Identify pro's and con's
  - b. Identify potential trade-offs
4. Other qualitative considerations (environmental, constructability, funding potential, local support, other as appropriate)
  - a. Deliver a Final Powerpoint Presentation for FORA Staff use in Public Presentations.
    - i. Include maps and tables at a size easily readable in a PPT presentation
  - b. Evaluation of the **(C1-C5)** scenarios:
    - i. LOS
    - ii. Vehicle miles traveled (VMT)
    - iii. Vehicle hours traveled (VHT)
    - iv. Congested VMT
  - c. Technical memorandum detailing the findings and analysis of Tasks 1-3

*Deliverables*

1. Trigger analysis for Scenarios **(C1-C5)**
2. PowerPoint presentation
3. Draft Technical Memorandum
4. Final Technical Memorandum

**OPTIONAL ADDITIVE TASK A: ALTERNATIVE PROJECT LIST (not subject to project deadline)**

FORA in coordination with TAMC and a Technical Advisory Committee may develop a list of additional roadway segments for the Consultant to analyze. For each additional scenario provide:

- a. Difference plot between the new scenario and **(E1)**
- b. Tabular data for the new scenario including LOS, VMT, VHT, and CVMT Maps
- c. Professional opinion on a future project list for each scenario **(C1-C5)**, including:
  - i. pro's and con's
  - ii. Potential trade-offs
- d. Brief summary memo including overview and findings

## ESTIMATED COMPENSATION BUDGET

| Task | Description                                    | Budget                          |
|------|--|---------------------------------|
| 1    | PROJECT MANAGEMENT AND MEETINGS                | \$31,700                        |
| 2    | BASELINE ANALYSIS                              | \$26,900                        |
| 3    | PROJECTIONS AND EXISTING CONDITIONS COMPARISON | \$48,400                        |
| 4    | SCENARIO ANALYSIS                              | \$43,000                        |
|      | <b>TOTAL</b>                                   | <b>\$150,000</b>                |
|      | <b>OPTIONAL: ALTERNATIVE PROJECT LIST</b>      | <b>\$13,400 PER ALTERNATIVE</b> |

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

|                       |   |               |
|-----------------------|---|---------------|
| <b>Subject:</b>       | Environmental Services Cooperative Agreement Quarterly Report |               |
| <b>Meeting Date:</b>  | May 10, 2019  | <b>ACTION</b> |
| <b>Agenda Number:</b> | 8b  |               |

### **RECOMMENDATION:**

- i. Adopt Resolution 19-XX - *Resolution of the Fort Ord Reuse Authority ("FORA") finding that:*
  - 1) *Contractors Arcadis, Westcliffe Engineers, Inc. and Weston Solutions, Inc. are Uniquely Qualified to Provide Long-Term Obligation Support Services Until 2028 Pursuant to an Amendment to the Environmental Services Cooperative Agreement ("ESCA"), between the U.S. Army ("Army") and FORA;*
  - 2) *the Issuance of a Request for Proposals to these Uniquely Qualified Firms to Propose Terms for the Provision of these Support Services is Appropriate;*
  - and 3) *the Executive Officer is Authorized to Enter into a Contract for Said Services on a Limited Competition Basis.*

### **BACKGROUND:**

In Spring 2005, the Army and the Fort Ord Reuse Authority entered into negotiations toward an Army-funded Environmental Services Cooperative Agreement for removal of remnant Munitions and Explosives of Concern (MEC) on 3,340 acres of the former Fort Ord. FORA and the Army signed the ESCA agreement in early 2007. Under the ESCA terms, the Army awarded FORA approximately \$98 million to perform the Comprehensive Environmental Response Compensation and Liability Act (CERCLA) MEC cleanup on those parcels. FORA also entered into the Administrative Order on Consent (AOC) with U.S. Environmental Protection Agency (EPA) and California Department of Toxic Substance Control (DTSC) (collectively referred to as Regulators) defining FORA's contractual conditions to complete the Army remediation obligations for the "ESCA parcels." FORA received ESCA parcel ownership after EPA approval and gubernatorial concurrence under a Finding of Suitability for Early Transfer on May 8, 2009.

To complete the ESCA and AOC obligations, FORA entered into a Remediation Services Agreement (RSA) in 2007 by competitively selecting LFR Inc. (now Arcadis) to provide MEC remediation services. Arcadis remediation services are executed under a cost-cap insurance policy through American International Group (AIG) assuring financial resources to complete the work and offer other protections for FORA and the jurisdictions. Arcadis ESCA contracting team included Westcliffe Engineers, Inc. and Weston Solutions, Inc. to provide engineering, MEC remediation, public and Regulatory outreach services.

The ESCA properties have received Records of Decision (RODs) documenting the cleanup and controls required to protect public health and safety and Land Use Control Implementation Plan/Operation and Maintenance Plans (LUCIP/OMP) implementing, operating and maintaining ROD controls tailored to individual site conditions and historic MEC use. The ESCA properties received the last EPA Remedial Action Completion letter February 2019. ESCA property will be transferred to the jurisdictions once DTSC Covenants Restricting Use of Property amendments, Army deed modifications and issuance of the Army CERCLA Warrantees are completed.

### **DISCUSSION:**

#### **ESCA Amendment 2017:**

Army ESCA Long-Term Obligations (LTOs) commenced once ESCA Remedial Action Completion was received on ESCA property. Under the ESCA, FORA contracted for \$4,234,443 to take on the

Army LTOs until 2028. FORA and its Successor will need qualified MEC expertise available in to complete the ESCA LTOs through 2028. The contracting firms of Arcadis, Westcliffe Engineers, Inc. Inc. and Weston Solutions, Inc. have provided ESCA-specific engineering, MEC remediation and public/Regulatory outreach services for over a decade and are uniquely knowledgeable/qualified to provide FORA with ESCA property LTOs support services. Staff is requesting the FORA Board consider adopting Resolution 19-XX **Attachment A** authorizing the FORA Executive Officer to retain the current ESCA team of Arcadis, Westcliffe Engineers, Inc. and Weston Solutions, Inc. to assist FORA by providing LTOs support services at a cost not to exceed \$1,328,741.

**ESCA Amendment 2019:**

FORA paid \$82.1 million upfront of the \$98 million that FORA ESCA RP received, to secure an AIG “cost-cap” insurance policy. AIG provided up to \$128 million assuring additional work was completed to the Regulator satisfaction. Under these agreements, AIG paid Arcadis directly while FORA oversaw Arcadis compliance with the ESCA and AOC requirements. On January 25, 2017, Arcadis notified FORA that the ESCA commutation account was exhausted and that future Arcadis work would be paid under the terms of the AIG “cost-cap” insurance policy until March 30, 2019.

On August 2018, the FORA Board authorized the FORA Executive Officer and FORA Special Counsel, with FORA Executive Committee direction, to enter into Army negotiations for additional funds if the ESCA work continued past the March 30, 2019 cost -cap insurance policy termination date. On March 31, 2019, FORA received \$343,455 of Army funds covering ESCA costs beyond the AIG cost-cap insurance policy expiration date. FORA staff is recommending that Arcadis continue providing the ESCA services to completion at a cost not to exceed \$326,282.

**FORA/Seaside Successor Discussions:**

On February 20, 2019, City of Seaside (Seaside) met with Army BRAC HQ, EPA and DTSC and requested consideration as the ESCA FORA Successor-In-Interest. The Army, EPA and DTSC discussed their requirements for an ESCA Successor-In-Interest to be technically capable to provide the ESCA Long-Term Obligations (LTOs). Seaside stated wanted the transition of the ESCA from FORA to Seaside to be as seamless as possible, using the existing FORA ESCA staff and ESCA contractors to provide that technical capability. FORA and Seaside began discussions of the ESCA transition to Seaside in a 2018 Transition Plan Implementing Agreement.

**ESCA Completion and LTOs Request for Proposal and Contract Elements:**

FORA ESCA completion needs are:

- a. To continue the ESCA RP documentation efforts until DTSC Covenants Restricting Use of Property amendments, Army deed modifications and issuance of the Army CERCLA Warranties are completed.
- b. To receive Arcadis/Westcliffe Engineers, Inc./Weston Solutions, Inc. ESCA documentation and archives and transfer to FORA (this task has been completed).

**FORA ESCA LTOs expert support services needs are:**

- a. MEC-Find Assessment Support Services – Unexploded Ordnance (UXO)-qualified field personnel, UXO-qualified compliance personnel, UXO-qualified ESCA-specific engineering, document review and archive support staff.  
To: Inform jurisdiction and owner of concurrence, or if additional investigation is required, maintain files containing Army, EPA and DTSC MEC Assessment concurrence, update/change MEC Find Assessments format and procedures as required, report MEC finds, provide MEC Find Assessments Reports, provide additional investigation results, provide MEC Find Assessment records to Army, EPA and DTSC for CERCLA reporting, and provide Army, EPA and DTSC with updated MEC Find Assessments format and procedures.
- b. ESCA UXO Munitions Awareness Training video web-based training, reporting and compliance documentation.

To: Host ESCA-specific web-based training including repair, maintenance and upgrade/update support services.

- c. Update jurisdiction/owner ESCA-specific training, reporting and compliance documentation, templates and handout materials.

FORA staff is recommending that the FORA Board adopt the Resolution 19 – XX to allow the Executive Officer to support requests for (multiple) proposals and contract negotiations with FORA's current qualified contractors Arcadis, Westcliffe Engineers, Inc., Weston Solutions, Inc. to meet FORA and its Successor-In-Interest needs as stated above.

**FISCAL IMPACT:**

Reviewed by FORA Controller \_\_\_\_\_

The actual cost to FORA and its Successor for these Army obligations will be fully reimbursed.

**COORDINATION:**

Administrative Committee; Executive Committee; Authority Counsel; Special Counsel, Arcadis; Westcliffe Engineering, Weston Solutions, U.S. Army EPA; and DTSC.

Prepared by \_\_\_\_\_ Approved by \_\_\_\_\_  
Stan Cook Michael A. Houlemard, Jr.



**FORT ORD REUSE AUTHORITY**  
**Resolution 19-XX**

*Adopt Resolution 19-XX – Resolution of the Fort Ord Reuse Authority (“FORA”) finding that: 1) Contractors Arcadis, Westcliffe Engineers, Inc. and Weston Solutions, Inc. are Uniquely Qualified to Provide Long-Term Obligation Support Services Until 2028 Pursuant to an Amendment to the Environmental Services Cooperative Agreement (“ESCA”), between the U.S. Army (“Army”) and FORA; 2) the Issuance of a Request for Proposals to these Uniquely Qualified Firms to Propose Terms for the Provision of these Support Services is Appropriate; and 3) the Executive Officer is Authorized to Enter into a Contract for Said Services on a Limited Competition Basis.*

THIS RESOLUTION is adopted with reference to the following facts and circumstances:

- A. WHEREAS, in 2007, FORA and the Army entered into an ESCA for removal of remnant Munitions and Explosives of Concern (“MEC”) on 3,340 acres (“ESCA parcels”) of the former Fort Ord.
- B. WHEREAS, in 2005, FORA competitively selected Arcadis and their team of contractors Weston Solutions, Inc. and Westcliffe Engineers, Inc. to perform MEC remediation services.
- C. WHEREAS, in 2007, FORA entered a Remedial Services Agreement (“RSA”) with Arcadis for services that would terminate once ESCA parcels have received Regulatory Certificates of Completion for the MEC work.
- D. WHEREAS, in 2007, FORA also entered an Administrative Order on Consent (“AOC”) with the U.S. Environmental Protection Agency and California Department of Toxic Substance Control (collectively referred to as “Regulators”) defining FORA’s regulatory obligation to complete the Army’s “ESCA parcels” MEC remediation obligation.
- E. WHEREAS, in 2017, for the term after Regulatory Certificates of Completion are issued through June 30, 2028, FORA and the Army amended the ESCA so that FORA will provide the Army with (1) ESCA property Long-Term/Land Use Control (LUC) Management and (2) Post-Closure MEC Find Assessment Services (“Long-Term Obligation Support Services”), with FORA contracting out for these services for an amount not to exceed \$1,328,741, such funds to be provided by the Army.
- F. WHEREAS, in 2019, after significant work under the RSA, Army received Regulatory Certificates of Completion on the ESCA parcels.
- G. WHEREAS, in 2019, upon Regulatory Certificates of Completion receipt, Arcadis and FORA’s RSA terminates.
- H. WHEREAS, in 2019, after Regulatory Certificates of Completion have been issued, FORA is under contract with the Army to provide Long-Term Obligation Support Services associated with the ESCA parcels until June 30, 2028.
- I. WHEREAS, inasmuch as the Army is funding costs associated with FORA’s ESCA Long-Term Obligation Support Services, the purpose of this Resolution is to authorize FORA staff to enter into a contract with limited competition that will satisfy those obligations.

J. WHEREAS, in 2019, the firms of Arcadis, Weston Solutions, Inc. and Westcliffe Engineers, Inc. are uniquely qualified to provide Long-Term Obligation Support Services due to:

1. These contractors having direct experience with the ESCA parcels in developing, implementing and completing all ESCA required documentation to receive Regulatory Certificates of Completion since 2007 including MEC Remediation Work Plans, MEC Hazard Assessments, Records of Decision, Land Use Control Plan/Operations and Maintenance Plans;
2. Since these contractors performed the RSA, they have developed unique instructional and operational knowledge of the ESCA documents, affected property and LUCs;
3. These contractors created and processed the first and only MEC Find Assessment applicable to ESCA parcels and which received subsequent Regulatory Approval;
4. The 12-year relationship with the Regulators, the impacted jurisdictions, local stakeholders, and the Army establish a special and irreplaceable knowledge base; and
5. These contractors have been recognized in public and in industry review for their professional, qualified, efficient and careful practices in performing the highly specialized and complex requirements of the MEC remediation services.

K. WHEREAS, on June 30, 2020, FORA is anticipated to transition and FORA's ESCA responsibilities will be assumed by an ESCA successor.

NOW THEREFORE the Board hereby resolves that:

1. The contracting firms of Arcadis, Weston Solutions, Inc. and Westcliffe Engineers, Inc. are uniquely qualified to provide FORA and/or its ESCA Successor with Long-Term Obligation Support Services.
2. A Request for Proposals is authorized to be issued to the firms of Arcadis, Weston Solutions, Inc. and Westcliffe Engineers, Inc. to provide Long-Term Obligation Support Services under contract to FORA and its successor until June 30, 2028.
3. The FORA Executive Officer is authorized to accept proposals from each of these firms to provide FORA and its successor with multiple qualified contractors to support Long-Term Obligation Support Services until June 30, 2028, thereby allowing flexibility for FORA or its successor to mix and match contractor, staffing and availability with ESCA property management, at a cost not to exceed \$1,328,741.

Upon motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was passed on this 10<sup>th</sup> day of May, 2019, by the following vote:

AYES:

NOES:

ABSTENTIONS:

ABSENT:

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Supervisor Jane Parker, Chair

ATTEST:

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Michael A. Houlemard, Jr., Secretary

# FORT ORD REUSE AUTHORITY BOARD REPORT

## CONSENT AGENDA

**Subject:** Economic Development Report

**Meeting Date:** May 10, 2019

**Agenda Number:** 8c

### INFORMATION

### RECOMMENDATION(S):

Receive an Economic Development ("ED") Report.

### ECONOMIC DEVELOPMENT QUARTERLY UPDATE

#### **Background/Discussion:**

The primary goal of the Fort Ord Reuse Authority's ("FORA's") current ED program, as referenced in the 1997 Base Reuse Plan ("BRP") and 2012 Reassessment Report ("RR"), is to assist the three-county (Monterey/Santa Cruz/San Benito) region in general and FORA jurisdictions specifically. This assistance is to provide leadership and support for regional economic recovery from the employment, business, and other economic losses resulting from the departure of soldiers, civilians, and families post Fort Ord closure. BRP projections to achieve full recovery include: 36-38,000 in replacement population; 15,000+ jobs to replace military employment and soldiers; 11-12,000 homes (6160 new units); and approximately 3 million sf commercial/office.

Prior to establishing the current ED program in 2015, extensive groundwork was directed by the FORA Board and overseen by FORA staff 9-8-909 including:

- securing funding, implementation, and completion of the \$98M Environmental Services Cooperative Agreement ("ESCA");
- reuse and/or removal of 3614 of 4370 military buildings (including reopening 500+ units for affordable workforce housing);
- transfer of 10,013 of 17,652 habitat acres for permanent preservation;
- construction of \$66.5M worth of new transportation infrastructure (including \$40M in grant funding), 32 miles of roadway capacity added using grants and developer fees;
- storm water outfall removal (including securing \$6M in grant funding);
- continued and ongoing support for the veteran's community leading to the Central Coast Veterans Cemetery; and
- the first Joint Department of Defense ("DOD")/Veterans Administration ("VA") Veterans Clinic built anew in the City of Marina.

Also, in concert with former Fort Ord jurisdictions, progress toward the above noted BRP goals to date includes: *15,717 population; 6047 jobs; 5649 homes (1458 new + 4191 reused); and 691k sf commercial.* These accomplishments provide the strong foundation and equitable basis for realizing new economic development gains.

FORA's ongoing ED strategy is based on the following key components:

- **Build upon regional economic strengths** (Agriculture, Tourism, Higher Education/Research, Military Missions)
- **Pursue new & retain existing businesses/enterprises.**
- **Engage internal & external stakeholders** (i.e. FORA Jurisdictions, California State University Monterey Bay ("CSUMB"), University of California Santa Cruz ("UCSC"),

Monterey Bay Economic Partnership (“MBEP”), Monterey County Business Council, Monterey Peninsula Chamber of Commerce, and others.

- **Develop and maintain information resources.**
- **Report success metrics.**

Per ongoing Board direction and following the strategy outlined above, staff continues to make progress on a number of key projects. The following notes summarize and highlight progress since the January 11, 2019 Economic Development Quarterly Update:

- **Monterey Bay Drone, Automation, Robotics, Technology (“DART”).** FORA staff is working with multiple public and private partners to advance the DART initiative. This initiative provides an organizing principle for entrepreneurship and business attraction efforts aligned with growing regional strengths, broad market opportunity, and global technology trends. The DART concept grew from our unsuccessful bid for a Federal Aviation Administration (“FAA”) Unmanned Aerial System Integration Pilot Program designation at the Marina Municipal Airport. The process of responding to the FAA call for proposal resulted in the establishment of healthy public-private partnerships to advance these interconnected fields in the Monterey Bay Region. The initiative is advancing on multiple fronts including: 1) Establishing a 501c3 organization (Monterey Bay DART Consortium) as a durable vehicle for multi-party participation, funding, education and advocacy; 2) Initiating an on-going series of DART Meet-ups to be hosted at the University California Monterey Bay Education Science & Technology (“UCMBEST”) Center. Two Meetups have been held so far, the first on Feb 12 (co-hosted with Startup Monterey Bay Tech Meetup) with a focus on Human Transport & Joby Aviation attracted over 75 people; the 2<sup>nd</sup>, held on April 16 with a focus on Public Safety attracted over 40 participants. The next DART Meetup focused on Agriculture & Natural Resources will be held Tuesday June 18; 3) Partnering with the UC Ag & Natural Resources Division (“UCANR”) to host the 2019 Drone Camp the week of June 17-20 on the former Fort Ord at UCMBEST and CSUMB campus; 4) Planning for the first Monterey Bay DART Symposium Friday June 21, 2019 to bring stakeholders together and highlight regional strengths, challenges and opportunities; 5) Convening a workforce development working group to meet immediate and near term workforce demands of DART companies relocating to the region; 6) Pursuing feasibility study funding to evaluate alternative development futures. Local match funding totaling \$116k has been committed from FORA, City of Marina, and UCSC, which allows for a potential maximum of \$464k Economic Development Administration (EDA) contribution. Since the proposed project is within a Federal Opportunity ZONE, EDA requires only a 20% local match. The DART initiative was the focus of a well-attended breakout roundtable session at the Nov 30, 2018 MBEP State of the Region Conference. Lots going on with this exciting initiative and opportunities for broad participation, but especially for the City of Marina/Marina Municipal Airport. Please visit <https://MontereyBayDART.org> or contact Josh Metz with any questions or interest.
- **2019 Jobs Survey.** FORA Staff completed the 2019 Jobs Survey on behalf of its member jurisdictions. 136 employers and 6047 positions were identified within the former Fort Ord Boundary, representing a 6.5% (395 jobs) increase in total jobs reported since 2018, with majority being part-time positions. Business types on the former Fort Ord include: professional services (42%); retail/food service (25%); education related (19%); recreation (8%); and military (6%). Military-related account for the largest employment group, followed by education-related, professional, retail and recreation. These results

represent an overall 36% progress towards the 18,000 BRP post-Fort Ord jobs target. The full report can be accessed online: <https://ordforward.org/2019-jobs-survey-report/>.

- **Opportunity Zones(“OZ”).** 9 Census Blocks in Monterey County were included in the 879 tracts nominated by Governor Brown for inclusion as OZ (8 in North County/Peninsula and 1 in South County). Tract #14102 on the south/southeast edge of the City of Marina (northern edge of the former Fort Ord) is among them. This tract includes the Marina Airport, UCMBEST, and Dunes on Monterey Bay Specific Plan Area. Downtown Seaside has 2 large tracts, and the City of Salinas has 5. These blocks are now included in the Department of Treasury designated Qualified OZ under Internal Revenue Code Section 1400Z-1(b)(1)(B). Draft Federal OZ regulations were released on October 19, 2018 and are available for review at the link below. This new tax program is intended to provide new investment incentives to catalyze long desired infrastructure and urban development. FORA Staff worked in collaboration with City of Marina to produce the Marina OZ Prospectus, which describes the context and opportunities for OZ investment (accessible online here: <https://ordforward.org/marina-opp-zone/>). Completing this prospectus provided entree to the OZ Investment Summit, hosted by the Accelerator for America at Stanford University on March 18. This event attracted the attendance of over 400 investors and stakeholders from around the country to focus on best practices for community-oriented OZ investment. The Marina Prospectus was one of 27 from around the country featured at the event. Subsequently, 2 new interested investors have toured the zone and are considering projects here. The Prospectus will be updated as new information and projects are defined, and is a model for use by other Monterey Bay area regional cities. Regular updates regarding this item, including links to other/related reference resources can be located online at: <https://ordforward.org/opportunity-zones/>. The State of California recently launched an OZ portal, accessible here: <https://opzones.ca.gov/>.
- **Business Recruitment/Retention.** FORA staff responds to and broadly refers inquiries from businesses/contacts interested in location or relocation and reuse of former Fort Ord real estate. These efforts contribute to both recruitment of new and retention of existing regional businesses. Developer engagement in recent months includes interest in affordable housing, hospitality, and light industrial/commercial projects. Staff continues supporting airport related development interest at Marina Municipal Airport and UCMBEST. Of particular note is the recently announced location of Joby Aviation at the Marina Airport. This cutting-edge company will bring long sought after engineering and advanced manufacturing jobs to the City and region. Staff is also actively engaged with business recruitment efforts with the Central Coast Marketing Team (“CCMT”) including: supporting MBEP in bringing OZ thought leader Bruce Katz to the May 2 Economic Summit; continuing to play a leading CCMT role guided by the 2019 Marketing Plan in alignment with FORA interests (Opportunity Zones Forum April 5, 2019; DART Symposium, June 20-21, 2019), and continued development and management of <https://centralcoastmt.org/>. This useful web resource supports business location decisions and integrates OppSites software as an opportunity site marketing tool. Staff continues working with relevant jurisdiction staff and elected officials where appropriate to advance new and emerging opportunities.
- **Start-up Challenge Monterey Bay/California State University Monterey Bay Collaboration.** FORA continues to support expansion of regional entrepreneurship through collaboration with CSUMB on a broad Start-up Monterey Bay initiative including

high quality events throughout the year. A regional entrepreneurship events calendar is now available and maintained regularly for public review/use at <https://StartupMontereyBay.com>. The annual cycle of entrepreneurship events culminating in the Startup Challenge Monterey Bay kicked-off in fall 2018 with the Startup Hackathon, Nov 2-4, 2018. Startup Weekend Monterey Bay is scheduled for January 25, 2019 and the Startup Challenge process kicks into gear directly thereafter. The Startup Challenge culminates in the Otter Tank competition at CSUMB Salinas City Center in May 2019. More information about the Startup Challenge can be found online here: <https://StartupMontereyBay.com/>.

Other collaborations with CSUMB faculty and staff include: Contribution toward planning the January 10 & 11 2019 Sustainable Hospitality Development Summit at the Portola Hotel & Spa in Monterey, including development of a new Monterey Bay Eco-recreation and Tourism Region website (<http://mbetr.org/>). Along with sharing event information, this website will provide a hub for the efforts of regional educational, business, and government officials in increasing the viability/profitability of sustainable Monterey Bay region hospitality/eco-recreation tourism; and collaboration with planning and economic development initiatives including R&D, commercial, recreation, and residential resources. The sustained growth in relationships and mutually beneficial projects and initiatives highlights value generated from working relationships with CSUMB faculty/staff.

- **UCMBEST West Campus Auction.** University of California opened an auction for its 49.6-acre, UCMBEST West Campus in early May. The property is directly adjacent to the Marina Municipal Airport and other planned commercial development and conservation sites. The auction deadline was July 17, 2018. A successful bidder was secured and they are now working with UCSC, the City of Marina, and FORA awaiting escrow closure expected before Q3 2019. Questions about the property can be directed to UCMBEST Planning Director Steve Matarazzo. More information about the auction including links to site background information is available online at <https://ordforward.org/ucmbest-west-campus-auction/>.
- **Community Engagement/Jurisdiction Support.**

Community engagement/jurisdiction support remains a focus for ED staff. Staff engaged with the following processes since the September ED Progress Report:

Completed work with media contractor to produce Economic Development Opportunities video featuring representatives of our developer, education, business and conservation communities. This video is the 2<sup>nd</sup> in a planned 4 part series to provide easily digestible and shareable content telling the story of education centered reuse, community lead conservation and economic opportunities on the former Fort Ord. The completed video is available online at <https://ordforward.org>. Video content from this effort was further extended providing a substantial contribution to the creation of a new video from MBEP highlighting efforts and progress towards addressing regional housing needs that can be viewed here: [https://youtu.be/Fhst61eV\\_ag](https://youtu.be/Fhst61eV_ag).

FORA ED staff continue supporting City of Seaside Campus Town planning in developer/consultant informational meetings, in on-going cross-jurisdictional land use optimization discussions, and in providing affordable housing information and resources to development teams. Staff continues working closely with the City of Marina Airport Manager and Economic Development team to continue advancing long term development interests in and around the Marina Airport.

- **Housing Starts.** New residential development at the Dunes on Monterey Bay, Sea Haven, and East Garrison continues to gain momentum. A summary of Community Facilities District (“CFD”) fees collected over the past 4 years and projected for FY 18/19 is provided below:

| New Residential | FY 14/15 Actual | FY 15/16 Actual | FY 16/17 Actual | FY 17/18 Actual | FY 18/19 Actual ( <i>Projected</i> ) |
|-----------------|-----------------|-----------------|-----------------|-----------------|--------------------------------------|
| Total Units     | 89              | 256             | 317             | 273             | 275 (316)                            |
| Total CFD Fees  | \$1,982,669     | \$5,202,626     | \$7,329,706     | \$6,507,501     | \$6,770,775 (\$7,780,236)            |

### **Looking Forward**

The following events and initiatives will be the FORA economic development team focus in the months ahead: Attending the Association for Unmanned Vehicle Systems International Conference in Chicago April 27-30 for drone port workshop and business recruitment; attending the Industrial Asset Management Council meeting with Team California May 4-7 to recruit good fit businesses to the region; and participating in the Select USA Investment Summit in Washington DC June 10-12 with Go-Biz and Team California; Coordinating with UCANR and CSUMB to bring the 2019 Drone Camp to the former Fort Ord; Convening the 1<sup>st</sup> Monterey Bay DART Symposium at the Monterey Hyatt on June 21; Business Recruitment/Retention with CCMT; Affordable Housing Initiative Support with MBEP; Jurisdiction Support; FORA Transition Planning; FORA Jobs Survey; community outreach and engagement.

### **FISCAL IMPACT:**

Reviewed by FORA Controller \_\_\_\_\_

Funding for staff time and ED program activities is included in the approved FORA budget.

### **COORDINATION:**

Administrative and Executive Committees, UCSC, City of Marina, City of Seaside

Prepared by \_\_\_\_\_ Approved by \_\_\_\_\_  
 Josh Metz Michael A. Houlemard, Jr.



# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

**Subject:** FY 2019-2020 Capital Improvement Program (CIP)

**Meeting Date:** May 10, 2019

**Agenda Number:** 8d

### INFORMATION/ACTION

#### **RECOMMENDATION(S):**

- i. Receive a report on the Fort Ord Reuse Authority Fiscal Year 2019-2020 CIP.
- ii. Consider Fiscal Year (FY) 2019-2020 CIP Adoption. (**Attachment A**)
- iii. Authorize the Executive Officer to fund two escrow accounts with escrow holding company National Builders Control to fund construction of projects FO14 South Boundary Road Upgrade (\$5,000,000) and FO9C General Jim Moore Boulevard/South Boundary Road Intersection (\$1,056,168) post June 30, 2020 according to the Term Sheet. (**Attachment B**)

#### **BACKGROUND/DISCUSSION:**

The FORA Board has reviewed, considered and adopted annual CIP documents since 2001-02, as required by State law and the 1997 Fort Ord Base Reuse Plan (BRP). The BRP includes a Development and Resource Management Plan (DRMP) (BRP Vol. 1, pgs. 194 to 203), which informs and supports the CIP. The DRMP is an identified BRP Final Environmental Impact Report mitigation for impacts on local water supplies and anticipated increased travel demand on the regional transportation system. The DRMP also includes a section about the CIP, stating: "FORA shall annually updated the CIP to reflect the proposed capital projects. The extension of infrastructure shall be made on a first-come-first served basis consistent with funding capabilities and best engineering practices" (BRP Vol. 1, pg. 202). Due to the DRMP's requirements, FORA staff presents an annual CIP to the FORA Board for its consideration. Staff presents the CIP in May for the Board to review the document and provide direction to staff on any changes to the CIP prior to adoption.

The FORA CIP matches FORA capital obligations (expenditures) with available revenue sources. FORA's key capital obligations include: Transportation/Transit, Water Augmentation, Habitat Conservation Plan endowment set aside, and Building Removal.

The FORA Administrative Committee is an advisory committee to the FORA Board. The Committee coordinates CIP preparation with FORA staff. Individual Administrative Committee members provide annual CIP development forecasts to FORA staff and priority ranking of CIP transportation and transit improvements. The Committee reviews the CIP and makes recommendations to the FORA Board.

Staff notes that funding for Gigling Road and NE-SW Connector were removed from the FY 2019-2020 CIP in anticipation of the Board authorizing a Transition Plan Transportation Study in May 2019 (2nd vote), which would analyze the effect of completing or not completing those two roadways. Using the results of the Transition Plan Transportation Study as a resource in August or September 2019, the Board would be able to weigh the merits of including or not including these roadways in the FY 2019-2020 CIP.



It is also noted that, on April 22, 2019, the Local Area Formation Commission of Monterey County took actions to approve MCWD's Annexation of the Ord Community. It is anticipated that the Annexation will take effect in June or July 2019. At the November 2020 general elections and afterwards, Ord Community residents will be able to run and vote to elect MCWD Board members.

FORA staff and consultants are working on diligently on carrying out the 2018 Transition Plan. It is expected that, as Transition Plan Implementing Agreements (TPIAs) are executed in the coming months, elements of FORA's CIP will be taken over by other entities. As an example, MCWD expects to complete its Master Plan in the next few months. When that occurs and MCWD takes on FORA's collection of Water Augmentation funding through setting its capacity fees, FORA's water augmentation elements will be removed from the FORA CIP. In this manner, the FORA annual CIP provides a point of reference for continuing work on TPIAs.

Concerning the 3<sup>rd</sup> recommendation, in Administrative Committee discussions concerning transitioning FORA on-site transportation improvements, the Committee reached consensus that FORA should complete or fund FO14 South Boundary Road Upgrade and FO9C General Jim Moore Boulevard/South Boundary Road Intersection, while the underlying City or County would take on the remaining on-site transportation improvements. Given that FORA has CFD/development fee funds in the FY 18-19 budget to mostly fund South Boundary Road Upgrade and to fully fund General Jim Moore Boulevard/South Boundary Road Intersection, staff recommends that the Board authorize the Executive Officer to fund escrow accounts to assure completion of these transportation improvements, which may be started by FORA before June 30, 2020, but may need funding in place, as may be disbursed under a successor-in-interest post FORA dissolution.

**FISCAL IMPACT:**

Reviewed by FORA Controller \_\_\_\_\_

Staff time for this item is included in the approved FORA budget.

**COORDINATION:**

MCWD, Administrative Committee, Executive Committee, and Authority Counsel

Prepared by \_\_\_\_\_ Reviewed by \_\_\_\_\_

Peter Said

Jonathan Brinkmann

Approved by \_\_\_\_\_

Michael A. Houlemard, Jr.

**DRAFT**

**FORT ORD REUSE AUTHORITY**

**CAPITAL IMPROVEMENT PROGRAM**

**FY 19-20 THROUGH FY 29-30**

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## I. INTRODUCTION

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The Fort Ord Reuse Authority (FORA) Capital Improvement Program (CIP) was created in 2001 to comply with and monitor mitigation obligations from the 1997 Fort Ord Base Reuse Plan (BRP). These mitigation obligations were described in the BRP Appendix B as the 1996 Public Facilities Implementation Plan (PFIP) – 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.

The 1997 BRP Final Environmental Impact Report (FEIR) identified FORA establishment of a Development and Resource Management Plan (DRMP) (BRP Vol. 1, Context and Framework, pg. 194 to 203) as a mitigation for BRP impacts (BRP Vol. 4, FEIR, pg. 4-55 and 4-112). The identified BRP impacts were described as ‘need for new local water supplies’ (BRP Vol. 4, FEIR, pg. 4-53) and ‘increased travel demand on regional transportation system’ (BRP Vol. 4, FEIR, pg. 4-108). The FORA Board facilitates project implementation on a timely basis through annual consideration of the CIP, which is a DRMP requirement (BRP Vol. 1, Context and Framework, pg. 202).

Staff has prepared this FY 2019-20 to 2029-30 CIP document using current reuse forecasts provided by the FORA land use jurisdictions, Administrative Committee feedback, and Board policies. The document includes current year annual forecasts in **Tables 6** and **7** of this document to be used to forecast revenues available to the CIP in the coming year.

Current State law sets FORA’s sunset for June 30, 2020 or when 80% of the BRP has been implemented, whichever occurs first. For this CIP document, “Post-FORA” means the time period after June 30, 2020 needed to complete CIP funding collections and project expenditures by FORA or its successor(s). The revenue and obligation forecasts for beyond the coming year are addressed in the 2018 FORA Transition Plan, which identifies Transition Plan Implementing Agreements (TPIAs) as the mechanism for FORA to transfer its assets and liabilities, and, under State law, requires coordination with the Local Agency Formation Commission of Monterey County.

### **Periodic CIP Review and Reprogramming**

National, regional, and local markets such as the housing market affect recovery forecasting. However, annual jurisdictional forecast updates remain the best method for CIP programming since individual on-base FORA members negotiate development agreements and schedules. As such, FORA reviews and adjusts its jurisdictional forecast-based CIP annually to reflect local project implementation and depends upon the jurisdictions’ understanding of local, regional, and national market changes. The protocol for CIP review and reprogramming was adopted by the FORA Board on June 8, 2001. Appendix A defines how FORA and its member agencies review reuse timing to forecast revenue. A March 8, 2010 revision incorporated additional protocols by which projects could be prioritized or placed in time. Once approved by the FORA Board, this CIP sets project priorities.

In previous updates, the Finance Committee expressed concern for a higher degree of accuracy and predictability in FORA’s revenue forecasts. FORA works with its member jurisdictions to hone and

improve CIP development forecasts and resulting revenue projections. This approach has continued into the 2019-20 document.

### **CIP Development Forecasts Methodology**

From January to May 2014, FORA Administrative and CIP Committees formalized a methodology for developing jurisdictional development forecasts: 1) Committee members recommended differentiating between entitled and planned projects (**Appendix A**) and correlate accordingly; 2) Market conditions necessary for housing projects to proceed should be recognized and reflected in the methodology. On average, a jurisdiction/project developer will market three or four housing types/products and sell at least one of each type per month; 3) As jurisdictions coordinate with developers to review and revise development forecasts each year, FORA staff and committees review submitted jurisdiction forecasts, using the methodology outlined in #2, translated into number of building permits expected to be pulled between July 1 and June 30 of the prospective fiscal year and consider permitting and market constraints in making additional revisions; and 4) FORA Administrative and CIP Committees confirm final development forecasts, and share those findings with the Finance Committee.

In FY 2010-11, FORA contracted with Economic & Planning Systems (EPS) to perform a review of CIP costs and contingencies (CIP Review – Phase I Study), which resulted in a 27% across-the-board Community Facilities District (CFD)/development fee reduction in May 2011. On August 29, 2012, the FORA Board adopted a formula to calibrate FORA CIP costs and revenues on a biennial basis, or if a material change to the program occurs. Results of the EPS Phase II Review resulted in a further 23.6% CFD/development fee reduction. A Phase III review, to update CIP costs and revenues, resulted in an additional 17% CFD/development fee reduction which took effect on July 5, 2014. FORA's formula to establish CFD/development fee rates that match CIP expenditures to revenues was mandated by Board resolution and FORA-Jurisdiction Implementation Agreement amendments in 2012. The formula review takes place every other year and is presented to the FORA Board. FORA hired EPS to complete the formula review in FY 2016-17 in conjunction with the Transportation Agency for Monterey County's (TAMC's) 2017 FORA Fee Reallocation Study. EPS's work resulted in a 0.8% CFD/development fee increase.

#### **1) CIP Costs**

The costs assigned to individual CIP elements were first estimated in May 1995 and published in the draft 1996 BRP. The Transportation/Transit Costs were updated in 2005 and have been adjusted to reflect actual changes in construction expenses noted in contracts awarded on the former Fort Ord and to reflect the Engineering News Record (ENR) Construction Cost Index (CCI) inflation factors. This routine procedure has been applied annually since the adoption of the CIP. FORA and TAMC staff presented the 2017 FORA Fee Reallocation Study, which forms the basis for Transportation/Transit costs in this CIP document, to the FORA Board in May and June of 2017.

#### **2) CIP Revenues**

The primary CIP revenue sources are CFD special taxes/development fees and land sale proceeds. These primary sources are augmented by loans, property taxes, and grants. The CFD and development fee are adjusted annually to account for inflation using the ENR CCI, with an annual cap of 5%. Development fees were established under FORA policy to govern fair share

contributions to base-wide infrastructure and capital needs, including CEQA mitigations. CFD and development fee reductions are described in **Section I** of this Introduction.

The CFD implements a portion of the development fee policy by funding CEQA mitigations described in the BRP FEIR. These include Transportation/Transit projects, Habitat Management obligations, and Water Augmentation. Under current state law, CFD fees may not be used specifically to fund building removal obligations. Property tax revenues fund FORA operation and CIP projects. Land sale proceeds are designated to cover Building Removal program costs as a first priority and other CIP projects as a second priority per FORA Board policy.

**Tables 4 and 5** herein contain a tabulation of the proposed developments with their corresponding fee and land sale revenue forecasts. Since California Government Code Section 67700 provides for FORA dissolution on June 30, 2020 and draft State Legislation proposes to extend FORA by 2 years, **Table 5** Land Sale Revenue Forecasts shows no 50% FORA land sale revenue after June 30, 2022. Capital project obligations are balanced against forecasted revenues on **Table 3**.

### **3) Projects Accomplished to Date (Table 1B)**

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

- a) \$72M in roadway and transit improvements, including underground utility installation and landscaping, funded by US Department of Commerce – Economic Development Administration (EDA) grants (with FORA paying required local match), FORA CFD fees, loan proceeds, payments from participating jurisdictions/agencies, property tax payments (formerly tax increment), and a FORA bond issue. These improvements include the MBEST Research Drive project which predated the FORA CIP.
- b) \$1.6M in storm drainage system improvements to design and construct alternative storm water runoff disposal systems that allowed for the removal of storm water outfalls.
- c) \$31.5M to date in building removal at the Dunes on Monterey Bay, East Garrison, Imjin Parkway, and Imjin Office Park site. \$19.4M credit to future land sale is allocated for Marina Community Partners’ Dunes on Monterey Bay phases II and III.
- d) \$13.8M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, and Water Augmentation obligations, including the recently approved pipeline funding in conjunction with Marina Coast Water District (MCWD) and Monterey One Water (M1W).
- e) \$1.1M in fire-fighting enhancement with the final payment on the lease-purchase of five pieces of fire-fighting equipment which were officially transferred to the appropriate agencies (City of Marina (Marina), City of Seaside (Seaside), City of Monterey (Monterey), Ord Military Community, and Salinas Rural Fire District) in April 2014.

Section III provides detail regarding how completed projects offset FORA base-wide obligations. As revenue is collected and offsets obligations, the offsets are enumerated in **Tables 1A and 1B**.

This CIP provides the FORA Board, Administrative Committee, Finance Committee, jurisdictions, and the public with a comprehensive overview of the capital programs and expectations involved in former Fort Ord recovery programs. Additionally, 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 can be accessed on the FORA website at: [www.fora.org](http://www.fora.org).



## **II. Obligatory Program of Projects**

Four key programs in the CIP remain: Transportation/Transit, Water Augmentation, Habitat Management Requirements, and Building Removal. Community Facilities District (CFD)/Development Fee revenues fund the Transportation/Transit, Water Augmentation, and Habitat Management Requirements. The FORA CFD/Development Fee revenues may not be used to fund building removal. Of the CFD revenues, Habitat Conservation Plan (HCP) program funding is prioritized first, receiving 30.2% of CFD funds collected, Regional Urban Water Augmentation Program recycled water pipeline financing obligation second, and the Transportation/Transit programs third. CIP contingency funds include \$1.37 million for transportation projects and \$21.3 million for the HCP endowment. Land sale proceeds fund the Building Removal Program to the extent of FORA's building removal obligation first. Beyond that obligation, land sale proceeds may be allocated to CIP projects by the FORA Board per the MOA with the U.S. Army.

### **Summary descriptions of each CIP element follow:**

#### **a) Transportation/Transit**

Completion of FORA's "Fair Share" of transportation and transit improvements, as listed in this CIP, is a reuse mitigation described in the BRP Vol. 4, FEIR (Section 4.7 Traffic and Circulation pg. 4-88 to 4-119). Specifically, the FEIR identified the following BRP impact: "Increased Travel Demand on Regional Transportation System" (BRP Vol. 4, FEIR, pg. 4-108). It also identified the following mitigation for this

impact: “A Development and Resource Management Plan (DRMP) to establish programs and monitor development at Fort Ord to assure that it does not exceed resource constraints posed by transportation facilities and water supply shall be established by FORA” (BRP Vol. 4, FEIR, pg. 4-112).

The DRMP states: “FORA shall fund its “Fair Share” of “on-site,” “off-site,” and “regional” roadway and transit capital improvements based on the nexus analysis of the Transportation Agency for Monterey County (TAMC) regional transportation model” (BRP Vol. 1, Context and Framework, pg. 195).

During the preparation of the BRP and associated FEIR, 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.

In accordance with the BRP FEIR and DRMP, TAMC’s 1997 Fort Ord Regional Transportation Study identified FORA’s fair share of on-site, off-site, and regional roadway and transit capital improvements. The 1997 Study established a total obligation for each improvement and assigned a “share” of the obligation to FORA and the remaining share to the interested area (i.e. the Jurisdictions) or another public agency (i.e. Cal-Trans). The FORA Board subsequently included the Transportation/ Transit elements (obligation) as CFD-funded improvements in annual CIPs.

In 2004 and 2005, TAMC, working with FORA, completed a new transportation study that re-evaluated FORA's transportation obligations and their related fee allocations from the 1997 Fort Ord Transportation Study. TAMC completed that re-evaluation by working with the Association of Monterey Bay Area Governments (AMBAG) to determine key inputs such as population estimates. TAMC’s recommendations were included in the “2005 FORA Fee Reallocation Study” dated April 8, 2005. The 2005 FORA Fee Reallocation Study resulted in a refined list of FORA transportation obligations emphasizing a ‘fund local first’ reallocation approach.

In 2016 and 2017, TAMC, working with FORA, re-evaluated FORA's transportation obligations using AMBAG’s Regional Travel Demand Model (RTDM) and related fee allocations. TAMC’s resulting 2017 FORA Fee Reallocation Study included the addition of the Del Monte Boulevard Extension (project #10) to the FORA CIP and has broadened the description for the Highway 1 Regional Improvement (project #R3) identified in the study. The study also resulted in a re-distribution of the obligation dollar amounts to reflect changes in land-use and population, though the FORA Jurisdictions Implementation Agreement Amendments limit the total amount of transportation dollars in the CIP. **Figure 1** illustrates the transportation obligations which are further defined in **Table 1A**. **Table 1A** shows the Regional Transportation Plan’s obligations set by the 2017 Study, FORA’s share in 2005 dollars, the amount of the new obligations as informed by the 2017 Fee Reallocation Study, the obligation offset by the close of Fiscal Year, and FORA’s remaining share of the obligation in 2019 dollars. **Table 1B** shows the remaining CIP projects, budgets, off-sets, and remaining obligations.

For a third year, the Administrative Committee recommended the CIP priorities during the budget process using an evidence-based approach as ranked by jurisdictions’ public works/engineering staff and FORA staff. They scored projects by the criteria set in **Appendix A**. The scores were multiplied by weights set by the Administrative Committee in 2016, resulting in priorities ranked from highest to lowest. The results were then presented to the Administrative Committee and used as a starting point to the Committee’s transportation and transit improvement prioritization discussions. **Table 2** shows the Administrative Committee’s recommended list of priorities for the FY 2019-20 CIP.



## **(1) Transportation**

Transportation improvements within the CIP consist of two types: FORA Lead Agency projects or reimbursement projects. FORA serves as lead agency to accomplish design, environmental review, and construction activities for a number of on-site transportation improvements, the remainder of which are conceptually illustrated in **Figure 2**. Where FORA is not the lead agency, reimbursement agreements control how the lead agency receives FORA's share of funding. FORA's obligation with respect to those improvements is financial. Reimbursement agreements are currently in place with the County of Monterey (County) and Marina for a number of FORA CIP transportation improvements. **Table 2** identifies those improvements, the current obligations (in 2018 dollars), and shows a ten-year plan to complete each obligation. The ten-year plan is dependent upon the estimated cash flow from CFD collections, property taxes, and land sales, as well as the priorities set by the FORA Board through approval of the CIP.

Staff notes that funding for Gigling Road and NE-SW Connector were removed from **Table 2** in anticipation of the Board authorizing a Transition Plan Transportation Study in May 2019 (2<sup>nd</sup> vote), which would analyze the effect of completing or not completing those two roadways. Using the results of the Transition Plan Transportation Study as a resource, the Board would be able to weigh the merits of including or not including these roadways in the FY 2019-2020 CIP.

The FORA CIP also includes a transportation contingency in **Table 3** in addition to transportation project costs to cover unforeseen costs such as utility relocation, Munitions and Explosives of Concern (MEC) support, and other unknown project costs.

## **(2) Transit**

Transit obligations enumerated in **Table 1** remain unchanged from the 1997 TAMC Study and adopted BRP. However, long-range planning by TAMC and Monterey-Salinas Transit (MST) reflect a preferred route for the multi-modal corridor (MMC) different than originally presented in the BRP, FEIR and previous CIPs. The BRP provided for an MMC along Imjin Parkway/Blanco Road serving to and from the Salinas area to the TAMC/MST intermodal center planned at 8th Street and 1st Avenue in the Marina portion of the former Fort Ord. In 2010, long-range planning for transit service resulted in an alternative Intergarrison/Reservation/Davis Road corridor to increase habitat protection and fulfill transit service needs between the Salinas area and Peninsula cities and campuses.

In 2015, TAMC re-evaluated the MMC route once again, holding stakeholder and public outreach meetings to determine how to best meet the transit needs of the community. They have selected 2<sup>nd</sup> Avenue/Imjin Parkway/Reservation Road/Davis Road as the new preferred alternative. On March 10, 2017, the FORA Board concurred, terminating the 2010 MOA and adopting a new MOA to supersede it. Full build-out of the MMC route is expected to take 20 years.



Figure 1: 2018 Transportation Map and Remaining Projects

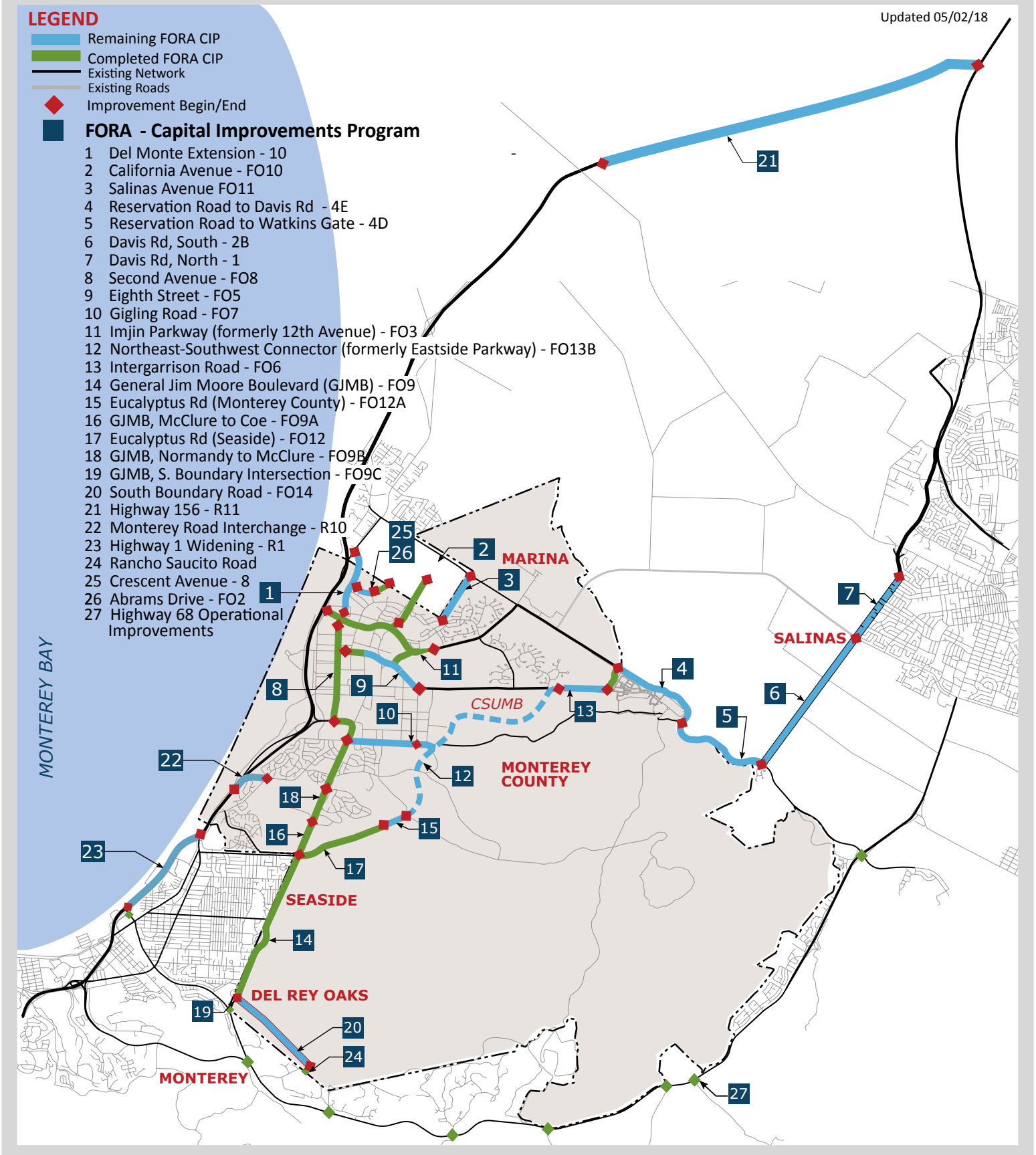
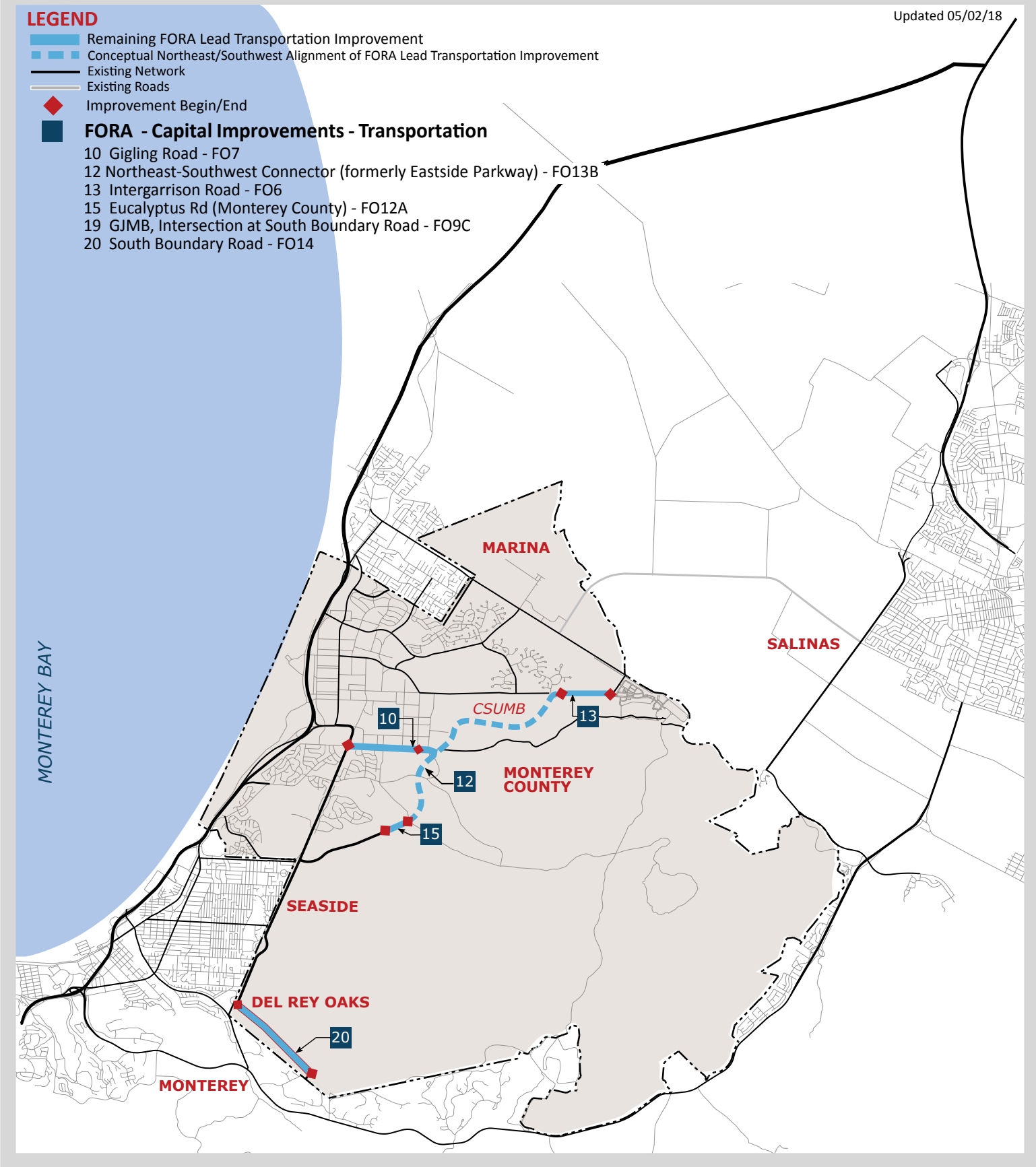


Figure 2: 2018 Remaining Transportation Obligations (FORA Lead)



## **b) Water Augmentation**

### **Background**

Completion of water augmentation for former Fort Ord development as reported in this CIP is a reuse mitigation described in the BRP FEIR (BRP Vol. 4, FEIR, Section 4.4 Public Services, Utilities and Water Supply, pg. 4-46 to 4-61). The FEIR impact is described as: “Need for New Local Water Supplies (2015)” (BRP Vol. 4, FEIR, pg. 4-53). One of the FEIR mitigations for this impact is FORA’s establishment of the DRMP (BRP Vol. 4, FEIR, pg. 4-55). The DRMP includes Water Supply Management and Augmentation Programs (BRP Vol. 1, Context and Framework, pg. 199 to 201). Program #3, called ‘Reclaimed Water Source and Funding,’ includes the following directive: “The CIP shall fund a reclaimed water program adequate for the full development of industrial and commercial land uses and golf course development” (BRP Vol. 1, Context and Framework, pg. 200). Program #5 ‘Additional Potable Water Supplies’ provides augmentation of potable water supplies for the following purposes: “(a) assure the long-range water supplies for the needs and plans for the planned uses at the former Fort Ord; (b) assure the economic viability of the reuse financing measures; and (c) promote the goals established for FORA in SB-899” (BRP Vol. 1, Context and Framework, pg. 201).

In 1993, the U.S. Army purchased rights to draw 6,600 Acre Feet of Water per Year (AFY) from the Salinas Valley Ground Water Basin from Monterey County Water Resources Agency (MCWRA). In 1996, the U.S. Army further refined the terms of the agreement to ensure management and protection of the Salinas Valley Ground Water Basin, and Annexation of Marina Area Lands into Zones 2 and 2A. With the closure of Fort Ord, FORA was authorized to establish the 1998 Facilities Agreement (FA) with MCWD providing for ownership and operation of the base wide public capital facilities through FORA’s Water/Wastewater Oversight Committee (WWOC) and in support of the BRP; whereby FORA may identify future capital improvements to be implemented by MCWD. The BRP identifies availability of water as a resource constraint, anticipating a development density at full buildout which utilizes the 6,600 AFY of available groundwater supply; as described in BRP Public Facilities Implementation Plan (PFIP) (BRP Vol. 3 Appx. B, PFIP, pg. 3-63). In 2000, the U.S. Army gave FORA the right to transfer the facilities and pumping rights through an Economic Development Conveyance Memorandum of Agreement (MOA). Between 2001 and 2006, FORA transferred property, facilities, and the right to draw 6,600 AFY from the Salinas Valley Groundwater Basin to MCWD. FORA retained the right to allocate the water rights to its member jurisdictions.

In addition to groundwater supply, the BRP assumes an estimated 2,400 AFY of augmentation (non-potable, irrigation water) needed to achieve its permitted development level (BRP Vol. 3, Appx. B, PFIP, pg. 2-7). Following a comprehensive two-year process evaluating viable options, the MCWD Board of Directors certified, in October 2004, the Regional Urban Water Augmentation Project (RUWAP) and its accompanying 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 projects).

In June 2005, FORA and MCWD Boards approved the RUWAP hybrid alternative for implementation by MCWD per the 1998 FA.



Additionally, it was recommended that FORA CIP funding toward the former Fort Ord Water and Wastewater Collection Systems be increased by an additional \$17M to avert additional burden on rate payers due to increased capital costs. A 2013 MCWD rate study recommended removing that “voluntary contribution” from the FORA CIP budget and the EPS Phase III CIP Review results concurred, resulting in a commensurately lowered FORA CFD/development fee.

Several factors required reconsideration of the water augmentation program. Those factors included: 1) Increased augmentation program costs (identified as project designs were refined), 2) negotiations by other agencies regarding the recycled component of the project were not accomplished, and, 3) the significant economic downturn from 2008 to 2012. These factors deferred the RUWAP as the identified augmentation project and provided an opportunity to consider the alternative “Regional Plan” as the preferred project to meet water augmentation program requirements.

In April 2008, the FORA Board endorsed the Regional Plan as the preferred project to deliver the requisite 2,400 AFY of augmenting water to the 6,600 AFY groundwater entitlements. The Regional Plan consisted of a large desalinization plant able to meet the region’s demand. In 2012, the parties halted the project. With the cessation of the Regional Plan, the identified solution for FORA’s water augmentation program defaulted back to the previously approved RUWAP. MCWD, as provider under the 1998 FA, still holds the contractual obligation to continue the implementation of the California Environmental Quality Act (CEQA) approved ‘hybrid’ project. In 2016, the FORA Board approved a capital improvement solution to provide the recycled water component (see below). The remaining task is to identify other water augmentation alternatives to complement the recycled water project. Among the alternatives are groundwater recharge, desalinization, conservation, and intensified recycled water programs.

In 2014, Monterey Regional Water Pollution Control Agency’s (MRWPCA), now known as Monterey One Water (M1W), proposed a Pure Water Monterey (PWM) project as a solution to the ‘Recycled’ portion of the RUWAP. PWM would use water collected at the M1W facility and apply their Advanced Water Treatment (AWT) thereby creating recycled water of a higher quality than the Tertiary Treated Water originally planned for the RUWAP. In October 2015, the FORA Board approved using PWM as the recycled water source, and then recommended the project to the California Public Utilities Commission in March 2016. In April 2016, MCWD and M1W came to an agreement whereby MCWD would use AWT in lieu of Tertiary Treated Water. As part of the agreement, the two agencies agreed to split the cost of building the RUWAP Trunk-line/conveyance facilities (‘Pipeline’). In September 2016, through a three-party negotiation among M1W, MCWD, and FORA, a Pipeline Reimbursement Agreement in support of the PWM was executed between FORA and MCWD whereby FORA would fund up to six million (\$6M) of the cost of constructing a pipeline able to provide recycled water to the Fort Ord land use jurisdictions.

A solution for the ‘other’ portion of the RUWAP came in 2015 when MCWD’s Budget/Compensation Plan was approved along with an MOA wherein FORA and MCWD agreed to enter into a Three-Party Planning effort with M1W to identify what the ‘other’ portion of the project will be. This solution allows the three agencies to determine what water augmentation alternatives are available, while ensuring cost-effective rate increases are applied to the appropriate CIPs.

## **CURRENT STATUS**

## **RUWAP Recycled**

As a part of the three-party approach, FORA approved a \$6M reimbursement agreement for the RUWAP Recycled Pipeline. The agreement assumed California State Water Resource Control Board's (SWRCB's) approval of funding the project with a State Revolving Fund (SRF) loan.

In June 2017, the SRF loan was provided. However, the SWRCB determined a split of the funds such that M1W and MCWD received adjusted portions. The financing method altered some assumptions supporting the underlying agreement. In December of 2017, in the interest of continued three-party planning, M1W, MCWD, and FORA staff identified adjustments to the payments, designed to leave all three parties whole, but responds to State regulatory actions and financial needs of the project. With SRF funding in place, MCWD broke ground at Marina's Armstrong Ranch on the RUWAP Recycled Transmission Main in February 2018. Work has been substantially completed in FY 2018-19 and FORA anticipates continuing to reimburse MCWD according to the 2016 Pipeline Reimbursement Agreement in FY 2019-20.

## **RUWAP Other**

In January 2017, in coordination with a Technical Advisory Group comprised of public works/engineering staff of FORA member agencies, FORA released a Request for Proposal (RFP) from the professional engineering community for a study on the possibilities of additional sources of water augmentation. FORA received no responses.

FORA staff met with the general managers of MCWD and M1W to determine a path forward. All three agencies agreed that shifting the water augmentation lead consultant management role from FORA to MCWD would facilitate completion of the study. MCWD has hired EKI Environment & Water, Inc. to study potential additional sources of water augmentation.

### **c) Storm Drainage System Projects**

FORA completed the construction of new facilities and demolition of dilapidated out-falls as of January 2004. **Table 3** reflects that this obligation has been met. Background information can be found in the FY 2014-15 CIP and prior CIP documents online at [www.fora.org](http://www.fora.org).

### **d) Habitat Management Requirements**

The BRP Appendix A, Volume 2 contains the Draft Habitat Management Plan (HMP) Implementing/Management Agreement. This Draft Management Agreement was intended to meet Federal Endangered Species Act (ESA) and California Endangered Species Act (CESA) Incidental Take Permit application requirements for FORA, its member agencies, California State University (CSU), and the University of California (UC). However, FORA, the US Army, US Fish & Wildlife Service (USFWS), and the California Department of Fish & Wildlife (CDFW) did not all agree on this approach. To allow FORA and its member agencies to implement the HMP and BRP in compliance with ESA, CESA, and other statutes, USFWS and CDFW must approve the Fort Ord Habitat Conservation Plan (HCP) and its funding program, as paid for and 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 habitat lands by qualified habitat managers selected by the future Fort Ord Regional Habitat Cooperative (Cooperative). Prior to issuance of state and federal permits, the Permittees must execute a Joint Exercise of Powers Agreement to create the Cooperative, which would be the entity responsible for ensuring HCP implementation. The Cooperative will consist of the following members: FORA, the County, Marina, Seaside, City of Del Rey Oaks (Del Rey Oaks), Monterey, State Parks, UC, CSU Monterey Bay, Monterey Peninsula College (MPC), Monterey Peninsula Regional Park District, and MCWD. Bureau of Land Management would be a cooperating entity, but not receiving any permits from the HCP. By design, the Cooperative will hold the Cooperative endowment, and UC will hold the Fort Ord Natural Reserve (FONR) endowment. The Cooperative controls expenditure of its annual line items. FORA funds the endowments 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 dedicated 30.2% of CFD/Development Fee collections to build to a total endowment of principal funds necessary to carry out required habitat management responsibilities in perpetuity. The original estimate was developed in 1993 by an independent consultant retained by FORA and totaled \$6.3 million.

Based upon conversations with the regulatory agencies, it has become apparent that the Habitat Management obligations will increase beyond the costs originally projected. Therefore, this document contains a  $\pm$  \$51.8 million-line item of forecasted requisite expenditures (see **Table 3** row 'Set Aside – HCP – See CIP Table 1B' and column 'Estimated Year-End Balance' amount of \$16.2 million plus columns '2019-2020' through '2029-30' totaling \$35.6 million).

As part of the FY 2010-11 FORA CIP Review process conducted by EPS, TAMC, and FORA, at the FORA Board's April 8, 2011 direction, a CIP contingency for additional habitat management costs was included should the assumed payout rate for the endowment be 1.5% less than the current 4.5% assumption. It is hoped that this contingency (currently estimated at \$21.3 M) will not be necessary, but USFWS and CDFW are the final arbiters as to what the final endowment amount will be, with input from FORA and its contractors/consultants. The final endowment amount is expected to be agreed upon in the upcoming fiscal year. FORA has funded the annual costs of HCP preparation, including consultant contracts.

The current 2<sup>nd</sup> screencheck draft HCP prepared in July 2017 includes a cost and funding chapter, which provides a planning-level cost estimate for HCP implementation and identifies necessary funds to pay for implementation. Concerning the annual costs necessary for HCP implementation and funded by FORA, of approximately \$2.2 million in annual costs, estimated in 2019 dollars, approximately 25% is associated with habitat management and restoration, 32% for program administration and reporting, 29% for species monitoring, and 14% for changed circumstances and other contingencies.

#### **e) Fire Fighting Enhancement Requirements**

FORA transferred equipment titles to the appropriate fire-fighting agencies in April 2014. FORA's obligation for fire-fighting enhancement has been fully met. Background information can be found in the FY 2014-15 CIP and prior CIP documents online at [www.fora.org](http://www.fora.org).

#### **f) Building Removal Program**



As a base-wide obligation, the BRP includes removal of building stock and related environmental hazards/blight in certain areas of the former Fort Ord to make way for reuse. All jurisdictions have been treated in a similar manner but have varying building removal needs that FORA accommodates with available funds received from land sales. FORA has indexed the original agreed-upon cost estimate to compensate for delayed implementation of this effort and the increase in removal costs during the intervening period.

Since 1996, FORA has aggressively reused, redeveloped, and/or deconstructed former Fort Ord buildings. FORA works with regulatory agencies and local contractors to safely abate hazardous materials, maximize material reuse and recycling, and create an educated workforce to take advantage of jobs created on the former Fort Ord. FORA, CSUMB, and jurisdictions leverage their accumulated expertise focusing on environmentally sensitive reuse and recycling remnant structural and site materials, while applying lessons learned from past FORA efforts to “reduce, reuse, and recycle” materials from former Fort Ord structures (see **Appendix C** for more details).

In FY 2001-02, the FORA Board established a policy regarding building removal obligations. Per Board direction, building removal is funded by land sales revenue and/or credited against land sale valuation. In Marina, since 2005, FORA obligated itself to fund \$46 million in World War II wooden building removal through a combination of cash payments and credits to land value. FORA was also obligated to fund \$2.1 million of East Garrison building removal.

Two MOAs with Marina and the County, described below, were finalized to implement FORA Board policy:

- In August 2005, FORA entered into an MOA with the Marina Redevelopment Agency (now Successor Agency) and Marina Community Partners (MCP) assigning to FORA \$46 million in building removal costs within the Dunes on Monterey Bay (Dunes) project and to MCP the responsibility for the actual removal. In 2006, FORA and MCP entered into a Reimbursement Agreement governing the implementation of the \$46 million in building removal. Under the Reimbursement Agreement, FORA’s maximum obligations were \$22 million in cash and \$24 million in land sales credits. To date, MCP has only partially performed its obligation to deconstruct \$46 million in buildings in the amount of \$26.6 million. FORA paid \$22 million cash and MCP received \$4.6 million in land sale credits out of a total \$24 million in available credits for building removal costs. Both agreements contained removal timing requirements and revenue timing requirements which to date have not been met by the developer. Nevertheless, FORA maintains \$19.4 million in future land sales value, which it will credit to MCP when it fulfills its purchase and deconstruction obligations.
- In February 2006, FORA entered into an MOA with the 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 Specific Plan for which they received a credit of \$2.1 million against FORA’s portion of land sale proceeds. Building removal in the East Garrison project area is now complete. The property was acquired by a new developer and the MOA has been reassigned to them.

FORA’s remaining obligations includes Seaside Surplus II buildings for a fixed obligation of \$4 million (in 2005 dollars) for which Seaside decides which buildings to remove. In FY 2005-06 the Board set a financial obligation of \$4 million to be applied to the building removal effort in Seaside’s Surplus II area. In 2011,

FORA, at the direction of Seaside, removed an Army cafeteria in the Surplus II area (see **Appendix C**). During the FY 2016-17 CIP process, the FORA Board indexed the Seaside Surplus II financial obligation for building removal effort to \$5.2 million.

FORA staff met with Seaside in the second half of 2016 to coordinate the potential application of FORA building removal obligation funds to Surplus II, although FORA's funds will not be enough to remove all hazardous materials and buildings from the site. Seaside and FORA staff determined that the first step in removing buildings from Surplus II was to survey buildings for hazardous materials, commissioning a hazardous materials removal estimate. Within the year, FORA conducted hazardous material surveys in Surplus II. At Seaside's request, FORA has planned, contracted, and substantially completed Surplus II hazardous material and building removal for 20 buildings with estimated completion in May 2019.

FORA's remaining obligations also include removal of the former Fort Ord (Marina) Stockade (currently estimated at \$4.3 million in deconstruction costs). In 2016, FORA staff met with Marina to coordinate access to the Marina Stockade, which currently hosts Las Animas concrete production and operations under a lease from Marina. Marina is taking the lead to negotiate with Las Animas for access to the building for removal. In March 2017, FORA contracted with Vista Environmental to survey the Stockade for hazardous materials. In November 2017, FORA contracted Harris and Associates to prepare plans for contractors estimates and provided a notice to proceed in March 2018. FORA will continue to coordinate with Marina to plan and implement building removal at the Stockade.

#### **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. Through the 1998 FA between FORA and MCWD, 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 coordinate system(s) needs. MCWD is engaged in the FORA CIP process, and adjusts its program coincident with the FORA CIP.

In 1998, the FORA Board established a Water/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 corresponding customer fee structures. Annually, the WWOC and FORA staff prepare recommended actions for the Board's consideration with respect to budget and rate approvals. Capital improvements for system(s) operations and improvements are funded by customer rates, fees, and charges and are approved on an annual basis by the MCWD and FORA Boards. See **Appendix E** for the FY 2019-20 Ord Community CIP list. On April 22, 2019, the Local Area Formation Commission of Monterey County took actions to approve MCWD's Annexation of the Ord Community. It is anticipated that the Annexation will take effect in June or July 2019. At the November 2020 general elections and afterwards, Ord Community residents will be able to run and vote to elect MCWD Board members.

#### **h) Property Management and Caretaker Costs**

During the FY 2010-11 Phase I CIP Review, FORA jurisdictions expressed concern over accepting 1,200+ acres of former Fort Ord properties without sufficient resources to manage them. Since the late 1990's, FORA carried a CIP contingency line item for "caretaker costs." These obligations are not BRP required CEQA mitigations but are considered base-wide obligations (similar to FORA's building removal obligation). In order to reduce contingencies, EPS proposed contingencies of \$16 million were redundant and should be excluded from the CIP cost structure and this was used as a basis for the FY 2011-12 CFD Special Tax fee reductions.

Since then, the Board recommended a "Property Management/Caretaker Costs" line item be added back as an obligation to cover base-wide property management costs. In FY 2015-16, the Board approved a Jurisdiction-Incurred Caretaker Costs Reimbursement Policy (**Appendix C**).

This policy clarified that FORA funding for caretaker costs would be determined by "allocating a maximum of \$500,000 in the prior fiscal year's property taxes collected and designated to the FORA CIP. Each subsequent year, the maximum funding for caretaker costs may be decreased assuming that, as land transfers from jurisdictions to third party developers, jurisdictions' caretaker costs will decrease. If FORA does not collect and designate to the CIP sufficient property taxes in a given fiscal year to fund the maximum amount of caretaker costs allowed that fiscal year, the actual amount of property taxes collected and designated to the CIP during the fiscal year shall be used to determine the amount of caretaker costs funding. FORA shall set caretaker costs funding through the approved FORA CIP."

In FY 2016-17, FORA reimbursed a total of \$109,674 to the jurisdictions who submitted their Caretaker Cost Worksheets by the required deadlines. For FY 2017-18 and 2018-19, FORA approved up to \$575,000 in Jurisdictions' Caretaker Costs. Caretaker Costs funding designated in the FY 2019-20 CIP is \$575,000.

### III. FY 2019-20 THROUGH FY 2029-30 CAPITAL IMPROVEMENT PROGRAM

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The following tables depict the CIP: **Tables 1A and 1B** illustrate the obligatory project offsets and remaining obligations. **Table 2** shows transportation and transit elements by priority and projected project expenditures from FY 2019-20 to 2029-30. **Table 3** is a summary of the CIP from FY 2019-20 through FY 2029-30. **Table 4** itemizes the jurisdictions' development projections that will generate CFD revenue to FORA. **Table 5** shows the land sale revenues that are anticipated based on jurisdiction's land sale projections for their respective former Fort Ord lands. **Tables 6 and 7** break out residential and non-residential development forecasts by jurisdiction. **Table 8** models estimated property tax revenue collections.



TABLE 1A: 2018-19  
OBLIGATORY PROJECT OFFSETS AND REMAINING OBLIGATIONS

| PROJECT #                         |  |  | PROJECT TITLE  |  |  | PROJECT LIMITS / DESCRIPTION |               |      | TAMC Reallocation Study 2017 |             |                      | FORA Offsets           |    | Offset Obligation ( FY 2017-18) |            | Offset Obligation Indexed by CCI |             | 2017-18 Actual (Expenditure / Offsets)*** |               | Remaining Obligation |    | Remaining Obligation Indexed by CCI |    | % of Obligation Complete |    |             |  |
|-----------------------------------|--|--|--|--|--|------------------------------|---------------|------|------------------------------|-------------|----------------------|------------------------|----|---------------------------------|------------|----------------------------------|-------------|---|---------------|----------------------|----|-------------------------------------|----|--------------------------|----|-------------|--|
|                                   |  |  |  |  |  |                              |               |      | TAMC ESTIMATED COST          | %           | FORA PORTION of COST | Total as of FY 2016-17 |    |                                 |            |                                  |             |   |               |                      |    |                                     |    |                          |    |             |  |
| REGIONAL IMPROVEMENTS             |  |  |  |  |  |                              |               |      | 1,0329                       |             |                      |                        |    |                                 |            |                                  |             |   |               |                      |    |                                     |    |                          |    |             |  |
| R3                                | Hwy 1-Seaside Sand City                                |  | Hwy 1 Traffic Relief   |  |  | \$                           | 66,808,021.00 | 20%  | \$                           | 13,565,097  | \$                   | -                      | \$ | 13,565,097                      | 14,099,438 | \$                               | -           | 14,099,438                                | 14,563,309    | 0%                   |    |                                     |    |                          |    |             |  |
| R10                               | Hwy 1-Monterey Rd. Interchange                         |  | Hwy 1 Traffic Relief @ Monterey Rd. Interchange  |  |  |                              | 28,356,293    | 13%  |                              | 3,604,250   |                      | -                      |    | 3,746,225                       | 3,746,225  |                                  | -           | 3,746,225                                 | 3,869,476     | 0%                   |    |                                     |    |                          |    |             |  |
| 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.   |  |  |                              | 292,470,673   | 6%   |                              | 16,993,507  |                      | -                      |    | 16,993,507                      | 17,662,896 |                                  | -           | 17,662,896                                | 18,244,005    | 0%                   |    |                                     |    |                          |    |             |  |
| SUB-TOTAL - REGIONAL IMPROVEMENTS |  |  |  |  |  | \$                           | 387,634,987   |      | \$                           | 34,162,854  | \$                   | -                      | \$ | 34,162,854                      | \$         | 35,508,559                       | \$          | -   | \$            | 35,508,559           | \$ | 36,676,790                          |    |                          |    |             |  |
| OFF-SITE IMPROVEMENTS             |  |  |  |  |  |                              |               |      |                              |             |                      |                        |    |                                 |            |                                  |             |   |               |                      |    |                                     |    |                          |    |             |  |
| 1                                 | Davis Rd n/o Blanco                                    |  | Davis-Blanco Intersection Improvments & Roadway Widening   |  |  | \$                           | 4,678,046     | 15%  | \$                           | 720,208     | \$                   | -                      | \$ | 720,208                         | 748,577    | \$                               | -           | 748,577                                   | 773,206       | 0%                   |    |                                     |    |                          |    |             |  |
| 2B                                | Davis Rd s/o Blanco                                    |  | Widen to 4 lanes from Blanco to Reservation; Build 4 lane bridge over Salinas River  |  |  |                              | 12,733,317    | F    |                              | 12,733,317  |                      | 556,870                |    | 12,176,447                      | 12,656,088 |                                  | 216,176     | 12,439,912                                | 12,849,185    | 4%                   |    |                                     |    |                          |    |             |  |
| 4D                                | Widen Reservation-4 lanes to WG                        |  | Widen to 4 lanes from existing 4 lane section East Garrison Gate to Watkins Gate   |  |  |                              | 14,994,689    | 63%  |                              | 9,390,281   |                      | 476,584                |    | 8,913,697                       | 9,264,815  |                                  | -           | 9,264,815                                 | 9,569,628     | 5%                   |    |                                     |    |                          |    |             |  |
| 4E                                | Widen Reservation, WG to Davis                         |  | Widen to 4 lanes from Watkins Gate to Davis Rd   |  |  |                              | 8,165,424     | 61%  |                              | 4,978,440   |                      | -                      |    | 4,978,440                       | 5,174,545  |                                  | -           | 5,174,545                                 | 5,344,788     | 0%                   |    |                                     |    |                          |    |             |  |
| 10                                | Del Monte Blvd Extension*                              |  | Connection between Del Monte and Intersection at Imjin/2nd Ave   |  |  |                              | 947,000       | 100% |                              | 947,000     |                      | -                      |    | 947,000                         | 947,000    |                                  | (2,891,842) | 3,838,842                                 | 3,965,140     | 0%                   |    |                                     |    |                          |    |             |  |
| SUB-TOTAL - OFF-SITE IMPROVEMENTS |  |  |  |  |  | \$                           | 41,518,476    |      | \$                           | 28,769,246  | \$                   | 1,033,454              | \$ | 27,735,792                      | \$         | 28,791,026                       | \$          | (2,675,666)                               | \$            | 31,466,692           | \$ | 32,501,946                          |    |                          |    |             |  |
| ON-SITE IMPROVEMENTS              |  |  |  |  |  |                              |               |      |                              |             |                      |                        |    |                                 |            |                                  |             |   |               |                      |    |                                     |    |                          |    |             |  |
| FO2                               | Abrams   |  | Construct a new 2-lane arterial from intersection with 2nd Ave easterly to intersection with Crescent Court extension  |  |  | \$                           | 1,127,673     | 100% | \$                           | 1,127,673   | \$                   | -                      | \$ | 1,127,673                       | 1,172,093  | \$                               | -           | 1,172,093                                 | 1,210,655     | 0%                   |    |                                     |    |                          |    |             |  |
| FO5                               | 8th Street   |  | Upgrade/construct new 2-lane arterial from 2 <sup>nd</sup> Ave to Intergarrison Rd   |  |  |                              | 6,443,262     | 100% |                              | 6,443,262   |                      | 1,018,890              |    | 5,424,372                       | 5,638,043  |                                  | -           | 5,638,043                                 | 5,823,534     | 16%                  |    |                                     |    |                          |    |             |  |
| FO6                               | Intergarrison  |  | Upgrade to a 4-lane arterial from Eastside Rd to Reservation   |  |  |                              | 6,324,492     | 100% |                              | 6,324,492   |                      | 1,559,469              |    | 4,765,023                       | 4,952,721  |                                  | -           | 4,952,721                                 | 5,115,666     | 25%                  |    |                                     |    |                          |    |             |  |
| FO7                               | Gigling  |  | Upgrade/Construct new 4-lane arterial from General Jim Moore Blvd easterly to Eastside Rd  |  |  |                              | 8,495,961     | 100% |                              | 8,495,961   |                      | 353,510                |    | 8,142,451                       | 8,463,189  |                                  | 1,955       | 8,461,234                                 | 8,739,609     | 4%                   |    |                                     |    |                          |    |             |  |
| FO9C                              | GJM Blvd-s/o Coe to S Boundary                         |  | Widen from 2 to 4 lanes from s/o Coe to South Boundary Rd  |  |  |                              | 1,083,775     | F    |                              | 1,083,775   |                      | 100,000                |    | 983,775                         | 1,022,527  |                                  | -           | 1,022,527                                 | 1,056,168     | 0%                   |    |                                     |    |                          |    |             |  |
| FO11                              | Salinas Ave*   |  | Construct new 2 lane arterial from Reservation Rd southerly to Abrams Dr   |  |  |                              | 4,510,693     | 100% |                              | 4,510,693   |                      | -                      |    | 4,510,693                       | 4,688,373  |                                  | 2,800,000   | 1,888,373                                 | 1,950,501     | 0%                   |    |                                     |    |                          |    |             |  |
| FO12A                             | Eucalyptus Rd  |  | Upgrade to 2 lane collector from Seaside/Monterye County Line to Parker Flats cut-off  |  |  |                              | 532,830       | F    |                              | 532,830     |                      | 50,000                 |    | 482,830                         | 501,849    |                                  | -           | 501,849                                   | 518,360       | 9%                   |    |                                     |    |                          |    |             |  |
| FO13B                             | Northeast-Southwest Connector (formerly Eastside Pkwy) |  | TBD (Northeast / Southwest Connector)  |  |  |                              | 18,611,779    | 100% |                              | 18,611,779  |                      | 510,000                |    | 18,101,779                      | 18,814,824 |                                  | 218,421     | 18,596,403                                | 19,208,225    | 3%                   |    |                                     |    |                          |    |             |  |
| FO14                              | S Boundary Road Upgrade**                              |  | Upgrade to a 2 lane arterial, along existing alignment from General Jim Moore Blvd to 200' past Rancho Saucito   |  |  |                              | 3,733,921     | 100% |                              | 7,383,013   |                      | 338,986                |    | 7,044,028                       | 7,321,498  |                                  | 88,639      | 7,232,859                                 | 7,470,820     | 5%                   |    |                                     |    |                          |    |             |  |
| SUB-TOTAL - ON-SITE IMPROVEMENTS  |  |  |  |  |  | \$                           | 50,864,386    |      | \$                           | 54,513,478  | \$                   | 3,930,855              | \$ | 50,582,624                      | \$         | 52,575,117                       | \$          | 3,109,015                                 | \$            | 49,466,102           | \$ | 51,093,537                          |    |                          |    |             |  |
| TRANSPORATION TOTALS              |  |  |  |  |  | \$                           | 480,017,849   |      | \$                           | 117,445,578 | \$                   | 4,964,308              | \$ | 112,481,270                     | \$         | 116,874,702                      | \$          | 433,349                                   | \$            | 116,441,353          | \$ | 120,272,273                         |    |                          |    |             |  |
| Transportation Contingency        |  |  |  |  |  |                              |               |      |                              |             |                      |                        |    |                                 |            |                                  |             |   |               |                      |    |                                     |    |                          |    |             |  |
|                                   | Transportation Contingency                             |  | 15% contingency on transportation mitigations to cover MEC and other unanticipated transportation costs.   |  |  |                              |               |      |                              |             |                      |                        |    |                                 | -          | \$                               | 188,235     | 17,466,203                                | 17,992,420.40 | 1%                   |    |                                     |    |                          |    |             |  |
| SUB-TOTAL - TRANSIT               |  |  |  |  |  | \$                           | -             |      | \$                           | -           | \$                   | -                      | \$ | -                               | \$         | -                                | \$          | 188,235                                   | \$            | 17,466,203           | \$ | 17,992,420                          |    |                          |    |             |  |
| Transit Capital Improvements      |  |  |  |  |  |                              |               |      |                              |             |                      |                        |    |                                 |            |                                  |             |   |               |                      |    |                                     |    |                          |    |             |  |
| T3                                | Transit Vehicle Purchase/Replace                       |  | 15 MST busses  |  |  | \$                           | 9,220,050     | 100% | \$                           | 9,220,050   | \$                   | 378,950                | \$ | 8,841,100                       | 9,189,359  | \$                               | 1,000,000   | 8,189,359                                 | 8,458,789     | 4%                   |    |                                     |    |                          |    |             |  |
| 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 |  |  |                              | 7,106,403.00  | 100% |                              | 7,106,403   |                      | -                      | \$ | 7,106,403                       | 7,386,330  |                                  | -           | 7,386,330                                 | 7,629,341     | 0%                   |    |                                     |    |                          |    |             |  |
| SUB-TOTAL - TRANSIT               |  |  |  |  |  | \$                           | 16,326,453    |      | \$                           | 16,326,453  | \$                   | 378,950                | \$ | 15,947,503                      | \$         | 16,575,689                       | \$          | 1,000,000                                 | \$            | 15,575,689           | \$ | 16,088,129                          |    |                          |    |             |  |
| TRANSPORTATION / TRANSIT - TOTALS |  |  |  |  |  |                              |               |      |                              |             |                      |                        | \$ | 133,772,031                     | \$         | 5,343,258                        | \$          | 128,428,773                               | \$            | 133,450,391          | \$ | 1,433,349                           | \$ | 132,017,042              | \$ | 136,360,403 |  |

\* City of Marina requested reallocation of \$2.8 million from Salinas Avenue to Del Monte Blvd. Extension and the remainder of Crescent Ave. Extension (\$91,842) to Del Monte Blvd. Extension per FORA-Marina Reimbursement Agreement.  
\*\*South Boundary Road's budget was updated to most recent engineer's opinion of probable cost.  
\*\*\*Expenditures in this column are a summation of amounts invoiced as of April 2018 and amounts estimated to be invoiced by June 30, 2018.

TABLE 1B: 2018-2019 OBLIGATORY PROJECT OFFSETS,REMAINING OBLIGATIONS AND COMPLETED PROJECTS

| PROJECT #  | PROJECT TITLE                    |   | PROJECT LIMITS / DESCRIPTION | FORA BUDGET    | TOTAL OFFSETS  | REMAINING OBLIGATION | OBLIGATION      | % of OBLIGATION |
|--|----------------------------------|---|------------------------------|----------------|----------------|----------------------|-----------------|-----------------|
|  |                                  |   |                              |                | To Date        |                      |                 |                 |
| TRANSPORTATION / TRANSIT OBLIGATION - TOTALS   |                                  |   |                              | \$ 133,772,031 | \$ 6,776,607   | \$ 132,017,042       | \$ 136,360,403  | 0.0%            |
| 15% TRANSPORTATION CONTINGENCY   |                                  |   |                              | \$ 20,065,805  | \$ -           | \$ 19,802,556        | \$ 20,454,060   | 0.0%            |
| Transportation and HCP Contingecy funds are reserved for unforeseen projects costs (Munitions Removal, Utility Relocation and other unknowns)  |                                  |   |                              |                |                |                      |                 |                 |
| Building Removal   |                                  |   |                              |                |                |                      |                 |                 |
| FORA Remaining Building Removal Obligations  |                                  |   | FORA BUDGET                  | TOTAL OFFSET   | REMAINING      | INDEXED              | % Complete      |                 |
| S201   | Seaside Surplus II               | Hazardous material identification and removal, building removal, and site restoration                                   | 5,571,616                    | 5,571,616      | -              | -                    | 100%            |                 |
| S202   | Marina Stockade                  | Hazardous material identification and removal, building removal, and site restoration                                   | 4,268,914                    | 137,511        | 4,268,914      | 4,397,527.23         | 0%              |                 |
| TOTAL CUMMULATIVE BUILDING REMOVAL TO DATE   |                                  |   | 9,840,530                    | 5,709,127      | 4,268,914      | 4,268,914            | 57%             |                 |
| Water Augmentation   |                                  |   |                              |                |                |                      |                 |                 |
| FORA Water Augmentation, BRP required CEQA Mitigations   |                                  |   | FORA BUDGET                  | TOTAL OFFSET   | REMAINING      | INDEXED              | % Complete      |                 |
| WA01   | Pipeline' Reimbursement          | MCWD Recycled Water 'Pipeline' Reimbursement  | 8,300,000                    | 1,058,017      | 7,241,983      | NA                   | 13%             |                 |
| WA02   | Secondary Component              | Secondary Component (Identification, Planning, Implementation)  | 157,000                      | -              | 157,000        | NA                   | 0%              |                 |
| WA00   | General                          | CEQA mitigations  | 15,815,615                   | 561,780        | 15,253,835     | 15,713,399           | 4%              |                 |
| TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE   |                                  |   | 24,272,615                   | 1,619,797      | 22,652,818     | 23,112,381.91        | 7%              |                 |
| Habitat Mitigations  |                                  |   |                              |                |                |                      |                 |                 |
| FORA Habitat Managemnet and Conservation, BRP required CEQA Mitigations  |                                  |   | FORA BUDGET                  | TOTAL OFFSET   | REMAINING      | INDEXED              | % Complete      |                 |
|  | Joint Powers Authority Set Aside | 30.2% CFD Set Aside   | 48,000,246                   | 13,829,853     | 34,170,393     | N/A                  | 29%             |                 |
|  | HCP Contingency                  | Provides interim funding for UC Fort Ord Natural Reserve until adoption of HCP endowment and potential increase to cost | 20,135,005                   | 1,251,272      | 18,883,733     | N/A                  | 6%              |                 |
| TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE   |                                  |   | 68,135,251                   | 15,081,125     | 53,054,126     | -                    |                 |                 |
| Completed Capital Improvements   |                                  |   |                              |                |                |                      |                 |                 |
| Total offsets against transportation/transit network obligations per 1995 & 2005 TAMC Study. Funded by EDA grant funds, state and local matching funds, revenue bond proceeds, development fees. |                                  |   | FORA BUDGET                  | TOTAL OFFSET   | REMAINING      | INDEXED              | % Complete      |                 |
| 8  | Crescent Ave extend to Abrams*   | Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2)   | \$ 415,177                   | 323,335        | 91,842         |                      | 100%            |                 |
| FO9  | General Jim Moore Blvd           | Improvements to No.-So. Rd / Hwy 218 Intersection + GJMB Phase 1-1V, Utility and Landscaping (FO9A, FO9B)               | 30,812,841                   | \$ 30,812,841  | -              | -                    | 100%            |                 |
| FO3  | Imjin Parkway                    | 12th St. Improvements, Utilities, and Imjin Parkway Construction  | 8,247,818                    | 8,247,818      | -              | -                    | 100%            |                 |
| FO8  | 2nd Ave                          | 2nd Ave. Roadway Improvements from Lightfighter to Imjin, Utilities   | 5,605,525                    | 5,605,525      | -              | -                    | 100%            |                 |
| FO10   | California Ave.                  | California Ave. Roadway Improvements, and Utilities.  | 2,227,906                    | 2,227,906      | -              | -                    | 100%            |                 |
| FO12   | Eucalyptus Rd.                   | Eucalyptus Rd. Construction from General Jim Moore Boulevard to Seaside/County Line                                     | 5,328,032                    | 5,328,032      | -              | -                    | 100%            |                 |
| -  | South Boundary - Connector       | Rancho Saucito Road - prior to 2005   | 1,336,241                    | 1,336,241      | -              | -                    | 100%            |                 |
| -  | Reservation Road                 | Reservation Road - bike lanes   | 6,289,483                    | 6,289,483      | -              | -                    | 100%            |                 |
| -  | Blanco Road                      | Blanco Road   | 2,586,767                    | 2,586,767      | -              | -                    | 100%            |                 |
| R12  | Hwy 68 Operational Improvements  | Operational improvements at San Benancio, Laureles Grade and Corral De Tierra   | 312,205                      | 312,205        | -              | -                    | 100%            |                 |
| TOTAL TRANSPORTATION COMPLETED   |                                  |   | \$ 52,637,299                | \$ 52,545,457  | -              |                      | \$84,039,060 ** |                 |
| 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                    | 1,631,951      | -              | -                    | 100%            |                 |
| TOTAL STORMWATER COMPLETED   |                                  |   | 1,631,951                    | 1,631,951      | -              |                      | \$2,747,236**   |                 |
| Fire Rolling Stock purchased and transferred to jurisdictions  |                                  |   | 1,160,000                    | 1,160,000      | -              | -                    | 100%            |                 |
| TOTAL FIRE-FIGHTING COMPLETED  |                                  |   | 1,160,000                    | 1,160,000      | -              |                      | \$1,476,040**   |                 |
| -  | Pilot Project                    | 1996 Fort Ord catalogue of buildings, site and building charactarization - 8 buildings                                  | 700,000                      | 700,000        | -              | -                    | 100%            |                 |
| -  | Dunes on Monterey Bay            | 2006 FORA cash obligation retired. Remaining obligation to be applied to land sales credits per contract. 405 buildings | 46,000,000                   | 26,574,592     | 19,425,408     | NA - 19,425,408      | 58%             |                 |
| -  | East Garrison                    | 2006 FORA cash obligation retired. Developer completed.   | 2,177,000                    | 2,177,000      |                |                      | 100%            |                 |
| FO3  | Imjin Parkway - Building Removal | Roadway implementation preperation and building removal - 37 buildings  | 1,289,631                    | 1,289,631      | -              | -                    | 100%            |                 |
| FO8  | 2nd Avenue - Building Removal    | Roadway implementation preperation and building removal - 14 buildings  | 837,368                      | 837,368        | -              | -                    | 100%            |                 |
| TOTAL BUILDING REMOVAL COMPLETED   |                                  |   | 464 buildings                | 51,003,999     | 31,578,591     | 19,425,408           | 19,425,408      | \$47,431,970 ** |
| OTHER OBLIGATION - TOTALS  |                                  |   |                              | \$ 208,681,645 | \$ 109,326,048 | \$ 99,401,267        | \$ 46,806,704   | 52.4%           |
| TOTAL REMAINING CAPITAL IMPROVEMENT OBLIGATION   |                                  |   |                              | \$ 362,519,481 | \$ 116,102,655 | \$ 251,220,865       | \$ 203,621,167  | 32%             |

\* City of Marina requested reallocation of \$2.8 million from Salinas Avenue to Del Monte Blvd. Extension and the remainder of Crescent Ave. Extension (\$91,842) to Del Monte Blvd. Extension per FORA-Marina Reimbursement Agreement.

\*\* Completed Projects indexed to approximate 2017 dollars for reference.

TABLE 2: 2018-2019 TRANSPORTATION NETWORK AND TRANSIT ELEMENTS BY PRIORITY

| Priority                   | Proj# | Description                       | Lead         |        | Obligation    | 2019-2020    | 2020-2021    | 2021-2022     | 2022-2023     | 2023-2024     | 2024-2025    | 2025-2026    | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030     | TOTAL Budget  |
|----------------------------|-------|-----------------------------------|--------------|--------|---------------|--------------|--------------|---------------|---------------|---------------|--------------|--------------|-----------|-----------|-----------|---------------|---------------|
| 1                          | FO14  | South Boundary Road (SBR) Upgrade | On-Site      | FORA   | \$ 2,289,363  | \$ 2,289,363 |              |               |               |               |              |              |           |           |           |               | 2,289,363     |
| 2                          | FO9C  | GJM Boulevard / SBR Intersection* | On-Site      | FORA   | \$ -          | -            |              |               |               |               |              |              |           |           |           |               | -             |
| 3                          | 2B    | Davis Rd south of Blanco          | Off-Site     | MoCo   | \$ 12,612,921 | 750,000      | 5,000,000    | 6,862,921     |               |               |              |              |           |           |           |               | 12,612,921    |
| 4                          | FO7   | Gigling                           | On-Site      | FORA   | \$ -          | -            |              |               |               |               |              |              |           |           |           | -             | -             |
| 5                          | 10    | Del Monte Blvd Extension          | Off-Site     | Marina | \$ 4,095,593  | -            | 500,000      | 3,595,593     |               |               |              |              |           |           |           | -             | 4,095,593     |
| 6                          | FO5   | 8th Street                        | On-Site      | Marina | \$ 6,015,039  | -            | 250,000      | 5,160,000     | 605,039       |               |              |              |           |           |           | -             | 6,015,039     |
| 7                          | T3    | Transit Vehicle Purchase/Replace  | Transit      | MST    | \$ 8,254,469  | -            | 1,500,000    | 6,300,000     | 150,000       | 304,469       |              |              |           |           |           | -             | 8,254,469     |
| 8                          | FO13B | NE-SW Connector (formerly ESP)    | On-Site      | FORA   | \$ -          | -            |              |               |               |               |              |              |           |           |           | -             | -             |
| 9                          | FO11  | Salinas Ave                       | On-Site      | Marina | \$ 2,014,672  | -            |              |               | 2,014,672     |               |              |              |           |           |           | -             | 2,014,672     |
| 10                         | FO12  | Eucalyptus Road                   | On-Site      | FORA   | \$ -          | -            |              |               |               |               |              |              |           |           |           | -             | -             |
| 11                         | FO2   | Abrams                            | On-Site      | Marina | \$ 1,250,467  | -            |              |               | 1,250,467     |               |              |              |           |           |           | -             | 1,250,467     |
| 12                         | FO6   | Intergarrison                     | On-Site      | FORA   | \$ -          | -            |              |               |               |               |              |              |           |           |           | -             | -             |
| 13                         | T22   | Intermodal Centers                | Transit      | MST    | \$ 7,880,228  | -            |              |               | 7,880,228     |               |              |              |           |           |           | -             | 7,880,228     |
| 14                         | 4D    | Widen Reservation-4 lanes to WG   | Off-Site     | MoCo   | \$ 9,884,321  | -            |              |               | 6,200,000     | 3,684,321     |              |              |           |           |           | -             | 9,884,321     |
| 15                         | 4E    | Widen Reservation, WG to Davis    | Off-Site     | MoCo   | \$ 5,520,549  | -            |              |               |               | 5,520,549     |              |              |           |           |           |               | 5,520,549     |
| 16                         | R3a   | Hwy 1-Del Monte-Fremont-MBL       | Regional     | TAMC   | \$ 15,042,218 | -            |              |               |               | 4,100,000     | 8,300,000    | 2,642,218    |           |           |           | -             | 15,042,218    |
| 17                         | R11   | Hwy 156-Freeway Upgrade           | Regional     | TAMC   | \$ 18,843,952 | -            |              |               |               |               |              | 3,500,000    |           |           |           | 15,343,952    | 18,843,952    |
| 18                         | R10   | Hwy 1-Monterey Rd. Interchange    | Regional     | TAMC   | \$ 3,996,722  | -            |              |               |               |               |              |              |           |           |           | 3,996,722     | 3,996,722     |
| 19                         | 1     | Davis Rd north of Blanco          | Off-Site     | MoCo   | \$ 798,632    | -            |              |               |               |               |              |              |           |           |           | 798,632       | 798,632       |
| Transportation and Transit |       |                                   | GRAND TOTALS |        | \$ 58,528,822 | \$ 3,039,363 | \$ 7,250,000 | \$ 21,918,514 | \$ 18,100,406 | \$ 13,609,339 | \$ 8,300,000 | \$ 6,142,218 | \$ -      | \$ -      | \$ -      | \$ 20,139,306 | \$ 98,499,146 |

\* The Intersection at South Boundary Rd. and General Jim Moore Boulevard (GJMB) is funded by the GJMB Budget. Therefore, the priority of the roadways are associated.



TABLE 3: SUMMARY OF CAPITAL IMPROVEMENT PROGRAM 2018/2019- POST FORA

| ESTIMATED YEAR-END BALANCE                               |                 | 2019-20        | 2020-21      | 2021-22      | 2022-23     | 2023-24     | 2024-25     | 2025-26     | 2026-27     | 2027-28     | 2028-29    | 2029-30      | 2019-2020<br>SUB-TOTAL | 2020-2030<br>SUB-TOTAL | TOTAL           | % of Total |
|--|-----------------|----------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|--------------|------------------------|------------------------|-----------------|------------|
| A. CFD SPECIAL TAX / DEVELOPMENT FEE FUND (DEVFE)        |                 |                |              |              |             |             |             |             |             |             |            |              | A. DEVFE - ANALYSIS    |                        |                 |            |
| DEDICATED REVENUES                                       |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| Development Fees   | \$              | 6,104,257      | 9,544,814    | 31,162,534   | 26,187,592  | 19,676,212  | 12,312,764  | 8,980,604   | 7,307,945   | 6,534,851   | 2,547,111  | 5,916,717    | 6,104,257              | 130,171,144            | \$ 136,275,400  | 93.7%      |
| OTHER REVENUES   |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| Property Taxes - CIP Allocation                          | \$              | 1,898,185      | 2,553,837    | 4,142,736    | -           | -           | -           | -           | -           | -           | -          | -            | 1,898,185              | 6,696,573              | 8,594,758       | 5.9%       |
| Grants   | \$              | -              | -            | -            | -           | -           | -           | -           | -           | -           | -          | -            | -                      | -                      | -               | 0.0%       |
| Miscellaneous (investment interest)                      | \$              | 47,937         | 32,253       | 37,558       | 54,633      | 69,065      | 80,010      | 86,991      | 92,186      | -           | -          | -            | 47,937                 | 452,697                | 500,635         | 0.3%       |
| TOTAL REVENUES   | \$              | 8,050,379      | 12,130,904   | 35,342,829   | 26,242,225  | 19,745,277  | 12,392,774  | 9,067,595   | 7,400,131   | 6,534,851   | 2,547,111  | 5,916,717    | 8,050,379              | 137,320,414            | 145,370,793     | 100.0%     |
| PROJECTS EXPENDITURES                                    |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| Transportation/Transit - See CIP Table 2                 | \$              | 3,039,363      | 7,250,000    | 21,918,514   | 18,100,406  | 13,609,339  | 8,300,000   | 6,142,218   | -           | -           | -          | 20,139,306   | 10,289,363             | 95,459,783             | 105,749,146     | 80.8%      |
| Transportation Contingency                               | \$              | 1,000,000      | -            | -            | -           | -           | -           | -           | -           | -           | -          | -            | 1,000,000              | -                      | 1,000,000       | 0.8%       |
| Water Augmentation - RUWAP Pipeline                      | \$              | 1,620,869      | -            | 2,300,000    | -           | -           | -           | -           | -           | -           | -          | -            | 1,620,869              | 2,300,000              | 3,920,869       | 3.0%       |
| Water Augmentation - RUWAP Other                         | \$              | -              | -            | -            | -           | -           | -           | -           | 5,000,000   | 4,498,686   | 1,700,000  | 3,600,000    | -                      | 14,798,686             | 14,798,686      | 11.3%      |
| TOTAL CFD PROJECTS                                       | \$              | 5,660,232      | 7,250,000    | 24,218,514   | 18,100,406  | 13,609,339  | 8,300,000   | 6,142,218   | 5,000,000   | 4,498,686   | 1,700,000  | 23,739,306   | 12,910,232             | 112,558,469            | 125,468,701     | 95.9%      |
| OTHER EXPENDITURES                                       |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| Property Tax - Jurisdiction Share (all jurisdictions)    | \$              | -              |              |              |             |             |             |             |             |             |            |              | -                      | -                      | 0               | 0.0%       |
| HCP - UC Regents   | \$              | 101,648        | 105,145      | 108,762      | -           | -           | -           | -           | -           | -           | -          | -            | 101,648                | 213,906                | 315,554         | 0.2%       |
| General CIP/FORA Costs - Footnote 1                      | \$              | 1,053,288      | 1,089,521    | 1,220,866    | -           | -           | -           | -           | -           | -           | -          | -            | 1,053,288              | 2,310,387              | 3,363,675       | 2.6%       |
| Caretaker Costs (Including Caretaker Emergency Fund)     | \$              | 575,000        | 575,000      | 575,000      | -           | -           | -           | -           | -           | -           | -          | -            | 575,000                | 1,150,000              | 1,725,000       | 1.3%       |
| TOTAL OTHER  | \$              | 1,729,936      | 1,769,666    | 1,904,628    | -           | -           | -           | -           | -           | -           | -          | -            | 1,729,936              | 3,674,293              | 5,404,229       | 4.1%       |
| TOTAL EXPENDITURES                                       | \$              | 7,390,168      | 9,019,666    | 26,123,142   | 18,100,406  | 13,609,339  | 8,300,000   | 6,142,218   | 5,000,000   | 4,498,686   | 1,700,000  | 23,739,306   | 14,640,168             | 116,232,762            | 130,872,931     | 100.0%     |
| STARTING BALANCES & SET ASIDES                           |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| Net Annual Revenue                                       | \$              | 660,211        | 3,111,238    | 9,219,687    | 8,141,819   | 6,135,938   | 4,092,774   | 2,925,377   | 2,400,131   | 2,036,164   | 847,111    | (17,822,589) |                        | Revenue                | 14,497,862      |            |
| Set Aside - HCP - See CIP Table 1B                       | \$ (15,979,149) | \$ (1,891,423) | (2,914,787)  | (9,448,643)  | (7,963,286) | (6,011,281) | (3,798,465) | (2,799,134) | (746,621)   |             |            |              |                        | Net HCP Set Aside      | (51,552,789)    |            |
| Set Aside - HCP Contingency - See CIP Table 1B           | \$ -            | \$ -           | -            | -            | -           | -           | -           |             | (1,552,565) | (1,973,525) | (769,228)  | (17,038,872) |                        | Net HCP Contingency    | (21,334,189)    |            |
| Beginning Balance  | \$ 17,271,527   | \$ 1,292,378   | 61,166       | 257,617      | 28,661      | 207,193     | 331,850     | 626,160     | 752,404     | 853,349     | 915,989    | 993,872      |                        | Starting Cash Balance  | 17,271,527      |            |
| TOTAL BALANCES   | \$ 1,292,378    | \$ 61,166      | 257,617      | 28,661       | 207,193     | 331,850     | 626,160     | 752,404     | 853,349     | 915,989     | 993,872    | (33,867,588) |                        | Net Revenue            | (41,117,588)    |            |
| TRANSFER - from LESAL to DEVFE                           | \$              | -              | -            | -            | -           | -           | -           | -           | -           | -           | -          | 33,867,588   |                        | Net Transfers          | 33,867,588      |            |
| DEVFE ENDING BALANCE                                     | \$              | 61,166         | 257,617      | 28,661       | 207,193     | 331,850     | 626,160     | 752,404     | 853,349     | 915,989     | 993,872    | -            |                        | Net Balance            | \$ (7,250,000)  |            |
| B. LAND SALES FUND (LESAL)                               |                 |                |              |              |             |             |             |             |             |             |            |              | B. LESAL ANALYSIS      |                        |                 |            |
| DEDICATED REVENUES                                       |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| Land Sales   | \$              | -              | 6,750,000    | 26,091,991   | 8,475,134   | -           | -           | -           | -           | -           | -          | -            | 6,750,000              | 34,567,125             | \$ 41,317,125   | 188.7%     |
| Land Sales - Building Removal Credits                    | \$              | -              | (19,425,408) | -            | -           | -           | -           | -           | -           | -           | -          | -            | (19,425,408)           | -                      | (19,425,408)    | -88.7%     |
| TOTAL REVENUES   | \$              | -              | (12,675,408) | 26,091,991   | 8,475,134   | -           | -           | -           | -           | -           | -          | 1            | (12,675,408)           | 34,567,125             | 21,891,717      | 100.0%     |
| PROJECT EXPENDITURES                                     |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| Building Removal Obligations - See Table 1B              | \$              | 4,268,914      | -            | -            | -           | -           | -           | -           | -           | -           | -          | -            | 4,268,914              | -                      | 4,268,914       | 96.8%      |
| OTHER EXPENDITURES                                       |                 |                |              |              |             |             |             |             |             |             |            |              |                        |                        |                 |            |
| General CIP/FORA Costs (A/E, PM, CM, Staff Costs etc...) | \$              | 140,873        |              | -            | -           | -           | -           | -           | -           | -           | -          | -            | 140,873                | -                      | 140,873         | 3.2%       |
| TOTAL EXPENDITURES                                       | \$              | 4,409,787      | -            | -            | -           | -           | -           | -           | -           | -           | -          | -            | 4,409,787              | -                      | 4,409,787       | 100.0%     |
| Net Annual Revenue                                       | \$ (4,409,787)  | (12,675,408)   | 26,091,991   | 8,475,134    | -           | -           | -           | -           | -           | -           | -          | 1            |                        | Revenue                | 17,481,930      |            |
| Beginning Balance  | \$ 5,613,413    | \$ (1,034,643) | 1,203,625    | (11,471,783) | 14,620,208  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341 | 23,095,341   |                        | Starting Cash Balance  | 5,613,413       |            |
| Set Aside - Bldg Removal                                 | \$ (6,648,056)  | \$ 6,648,056   | -            | -            | -           | -           | -           | -           | -           | -           | -          | -            |                        | Net BR Set-Aside       | -               |            |
| UNRESERVED FUND BALANCE                                  | \$ (1,034,643)  | \$ 1,203,625   | (11,471,783) | 14,620,208   | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341 | 23,095,342   |                        | Net Revenue            | 23,095,343      |            |
| TRANSFER - from LESAL to DEVFE                           | \$              | -              | -            | -            | -           | -           | -           | -           | -           | -           | -          | (33,867,588) |                        | Net Transfers          | (33,867,588)    |            |
| LESAL ENDING BALANCE                                     | \$              | 1,203,625      | (11,471,783) | 14,620,208   | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341  | 23,095,341 | (10,772,246) |                        |                        | \$ (10,772,246) |            |
| TOTAL ENDING BALANCE-ALL PROJECTS                        |                 | \$ 1,264,791   | (11,214,166) | 14,648,869   | 23,302,534  | 23,427,191  | 23,721,501  | 23,847,745  | 23,948,690  | 24,011,330  | 24,089,213 | (10,772,246) |                        |                        | \$ (18,022,246) |            |

Footnote (1) - Expenditures for transportation projects (contract change orders, general consulting, legal consulting, additional basewide expenditures, street landscaping, site conditions, project changes, printing, additional habitat mitigations) . General Costs provides for staff, overhead, and direct consulting costs. In 2015/2016 , the FORA Board approved Prevailing Wage and Caretaker Costs to be funding with Poroperty taxes.



TABLE 4: COMMUNITY FACILITIES DISTRICT REVENUE

| Land Use<br>Location & Description                     | Juris-<br>diction | FAR    | Post FORA      |             |             |             |             |             |             |           |           |           |           | Totals         |
|--|-------------------|--------|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|-----------|-----------|-----------|----------------|
|  |                   | 43,560 | 19-20          | 20-21       | 21-22       | 22-23       | 23-24       | 24-25       | 25-26       | 26-27     | 27-28     | 28-29     | 29-30     |                |
| New Residential  |                   |        |                |             |             |             |             |             |             |           |           |           |           |                |
| Seahaven (Entitled)                                    | MAR               | 6      | 355,068.0      | 2,536,200.0 | 4,260,816.0 | 3,804,300.0 | 3,804,300.0 | 3,804,300.0 | 1,775,340.0 | -         | -         | -         | -         | 20,340,324     |
| Dunes Phase 1 (Entitled)                               | MAR               | 6      | 760,860        | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | 760,860        |
| Dunes Phase 2 (Entitled)                               | MAR               | 6      | -              | -           | 3,347,784   | 4,134,006   | 2,891,268   | 862,308     | -           | -         | -         | -         | -         | 11,235,366     |
| Dunes Phase 3 (Entitled)                               | MAR               | 6      | -              | -           | -           | -           | -           | -           | 1,394,910   | 4,184,730 | 3,398,508 | -         | -         | 8,978,148      |
| Cypress Knolls (Entitled)                              | MAR               | 6      | -              | -           | -           | -           | 760,860     | 1,268,100   | 2,536,200   | 2,536,200 | 2,536,200 | 2,536,200 | 5,883,984 | 18,057,744     |
| VTC Supportive Housing (Entitled)                      | MAR               | 6      | -              | 90,035      | -           | -           | -           | -           | -           | -         | -         | -         | -         | 90,035         |
| Seaside Resort (Entitled)                              | SEA               | 6      | -              | -           | -           | 634,050     | 634,050     | 634,050     | 634,050     | 557,964   | -         | -         | -         | 3,094,164      |
| Surplus II (Planned)                                   | SEA               | 6      | -              | -           | -           | -           | 2,536,200   | 2,130,408   | -           | -         | -         | -         | -         | 4,666,608      |
| 26 Acre Parcel (Planned)                               | SEA               | 6      | -              | -           | 1,268,100   | 2,536,200   | 989,118     | -           | -           | -         | -         | -         | -         | 4,793,418      |
| Main Gate (Planned)                                    | SEA               | 6      | -              | 253,620     | 9,637,560   | 5,072,400   | -           | -           | -           | -         | -         | -         | -         | 14,963,580     |
| Nurses Barracks (Planned)                              | SEA               | 6      | -              | 1,014,480   | -           | -           | -           | -           | -           | -         | -         | -         | -         | 1,014,480      |
| Seaside East (Planned)                                 | SEA               | 6      | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| East Garrison I (Entitled)                             | MCO               | 6      | 3,626,766      | 3,170,250   | 4,489,074   | 2,003,598   | 1,952,874   | -           | -           | -         | -         | -         | -         | 15,242,562     |
| Del Rey Oaks (Planned)                                 | DRO               | 6      | -              | -           | 2,536,200   | 2,536,200   | 2,536,200   | 2,536,200   | 2,536,200   | -         | -         | -         | -         | 12,681,000     |
| UC Blanco Triangle (Planned)                           | UC                | 6      | -              | -           | 2,789,820   | 2,789,820   | 507,240     | -           | -           | -         | -         | -         | -         | 6,086,880      |
| Other Residential (Planned)                            | Various           | 6      | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Seahaven Existing/Replacement (Entitled (See Table 6)) |                   |        | 1,192,014      | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | 1,192,014      |
| Total Residential Units                                |                   |        | 5,934,708      | 7,064,585   | 28,329,354  | 23,510,574  | 16,612,110  | 11,235,366  | 8,876,700   | 7,278,894 | 5,934,708 | 2,536,200 | 5,883,984 | 123,197,183    |
| CFD Special tax per Unit \$ 24,555                     |                   |        | 5,934,708      | 7,064,585   | 28,329,354  | 23,510,574  | 16,612,110  | 11,235,366  | 8,876,700   | 7,278,894 | 5,934,708 | 2,536,200 | 5,883,984 | \$ 123,197,183 |
| Office   |                   |        |                |             |             |             |             |             |             |           |           |           |           |                |
| Del Rey Oaks RV Park (Planned)                         | DRO               | 0.35   | 43,644         | 43,644      | -           | -           | -           | -           | -           | -         | -         | -         | -         | 87,288         |
| Monterey (Planned)                                     | MRY               | 0.35   | -              | -           | 26,307      | 26,307      | 26,307      | 39,265      | 39,265      | -         | -         | -         | -         | 157,452        |
| East Garrison I (Entitled)                             | MCO               | 0.35   | -              | 5,237       | 5,237       | 4,364       | -           | -           | -           | -         | -         | -         | -         | 14,839         |
| Dunes Phase 1 (Entitled)                               | MAR               | 0.35   | -              | 6,547       | -           | -           | -           | -           | -           | -         | -         | -         | -         | 6,547          |
| Dunes Phase 2 (Entitled)                               | MAR               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Dunes Phase 3 (Entitled)                               | MAR               | 0.35   | -              | -           | -           | -           | 21,822      | -           | 21,822      | -         | 21,822    | -         | 21,822    | 87,288         |
| Seahaven (Planned)                                     | MAR               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Interim Inc. (Entitled)                                | MAR               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Marina (Planned)                                       | MAR               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| TAMC (Planned)   | MAR               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Campus Town / Surplus II (Planned)                     | SEA               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Campus Town /26 Acre (Planned)                         | SEA               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Main Gate  | SEA               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Seaside East (Planned)                                 | SEA               | 0.35   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| UC (Planned)   | UC                | 0.35   | -              | -           | -           | 10,911      | 10,911      | 10,911      | 10,911      | 10,911    | 10,911    | 10,911    | 10,911    | 87,288         |
| Total Office Acres                                     |                   |        | 43,644         | 55,428      | 31,544      | 41,582      | 59,040      | 50,176      | 71,999      | 10,911    | 32,733    | 10,911    | 32,733    | 440,703        |
| CFD Special tax per Acre \$ 3,221                      |                   |        | 43,644         | 55,428      | 31,544      | 41,582      | 59,040      | 50,176      | 71,999      | 10,911    | 32,733    | 10,911    | 32,733    | \$ 440,703     |
| Industrial   |                   |        |                |             |             |             |             |             |             |           |           |           |           |                |
| Monterey (Planned)                                     | MRY               | 0.40   | -              | -           | -           | -           | 95,472      | -           | -           | -         | -         | -         | -         | 95,472         |
| Marina CY (Entitled)                                   | MAR               | 0.40   | -              | -           | -           | -           | 13,766      | 13,766      | 13,766      | -         | -         | -         | -         | 41,297         |
| Dunes Phase 1 (Entitled)                               | MAR               | 0.40   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Dunes Phase 2 (Entitled)                               | MAR               | 0.40   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Dunes Phase 3 (Entitled)                               | MAR               | 0.40   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Seahaven (Planned)                                     | MAR               | 0.40   | -              | -           | 14,321      | 14,321      | 14,321      | 14,321      | 14,321      | 14,321    | -         | -         | -         | 85,925         |
| Marina Airport (Entitled)                              | MAR               | 0.40   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| TAMC (Planned)   | MAR               | 0.40   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Campus Town / Surplus II (Planned)                     | SEA               | 0.40   | -              | -           | -           | 9,547       | -           | -           | -           | -         | -         | -         | -         | 9,547          |
| Campus Town /26 Acre (Planned)                         | SEA               | 0.40   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Main Gate  | SEA               | 0.40   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Seaside East (Planned)                                 | SEA               | 0.40   | -              | -           | -           | 1,909       | 3,819       | 3,819       | 3,819       | 3,819     | 1,909     | -         | -         | 19,094         |
| UC (Planned)   | UC                | 0.40   | -              | 3,819       | 3,819       | 3,819       | 3,819       | 3,819       | -           | -         | -         | -         | -         | 19,094         |
| Total Industrial Acres                                 |                   |        | -              | 3,819       | 18,140      | 29,596      | 131,196     | 35,724      | 31,905      | 18,140    | 1,909     | -         | -         | 270,429        |
| CFD Special tax per Acre \$ 3,221                      |                   |        | -              | 3,819       | 18,140      | 29,596      | 131,196     | 35,724      | 31,905      | 18,140    | 1,909     | -         | -         | \$ 270,429     |
| Retail   |                   |        |                |             |             |             |             |             |             |           |           |           |           |                |
| Del Rey Oaks (Planned)                                 | DRO               | 0.25   | -              | -           | -           | -           | 157,381     | -           | -           | -         | -         | -         | -         | 157,381        |
| East Garrison I (Entitled)                             | MCO               | 0.25   | 125,904        | 88,133      | -           | -           | -           | -           | -           | -         | -         | -         | -         | 214,038        |
| Seahaven (Planned)                                     | MAR               | 0.25   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Dunes Phase 1 (Entitled)                               | MAR               | 0.25   | -              | -           | 314,761     | 31,476      | -           | -           | -           | -         | -         | -         | -         | 346,237        |
| Dunes Phase 2 (Entitled)                               | MAR               | 0.25   | -              | -           | -           | -           | -           | 157,381     | -           | -         | -         | -         | -         | 157,381        |
| Dunes Phase 3 (Entitled)                               | MAR               | 0.25   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| TAMC (Planned)   | MAR               | 0.25   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Seaside Resort (Entitled)                              | SEA               | 0.25   | -              | -           | -           | -           | 62,952      | -           | -           | -         | -         | -         | -         | 62,952         |
| Campus Town / Surplus II (Planned)                     | SEA               | 0.25   | -              | -           | 629,522     | -           | -           | 314,761     | -           | -         | -         | -         | -         | 944,284        |
| Campus Town /26 Acre (Planned)                         | SEA               | 0.25   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Main Gate  | SEA               | 0.25   | -              | 251,809     | 314,761     | 188,857     | 188,857     | -           | -           | -         | -         | -         | -         | 944,284        |
| Seaside East (Planned)                                 | SEA               | 0.25   | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| UC (Planned)   | UC                | 0.25   | -              | -           | 393,452     | 519,356     | 519,356     | 519,356     | -           | -         | -         | -         | -         | 1,951,520      |
| Total Retail Acres                                     |                   |        | 125,904        | 339,942     | 1,652,497   | 739,689     | 928,546     | 991,498     | -           | -         | -         | -         | -         | 4,778,076      |
| CFD Special tax per Acre \$ 66,373                     |                   |        | 125,904        | 339,942     | 1,652,497   | 739,689     | 928,546     | 991,498     | -           | -         | -         | -         | -         | \$ 4,778,076   |
| Hotel (rooms)  |                   |        |                |             |             |             |             |             |             |           |           |           |           |                |
| Del Rey Oaks RV Park (Planned)                         | DRO               | 32     | -              | -           | -           | -           | 1,413,750   | -           | -           | -         | -         | -         | -         | 1,413,750      |
| Dunes Phase 1 (Entitled)                               | MAR               | 32     | -              | -           | -           | -           | 531,570     | -           | -           | -         | -         | -         | -         | 531,570        |
| Dunes Phase 2 (Entitled)                               | MAR               | 32     | -              | -           | 1,131,000   | -           | -           | -           | -           | 565,500   | -         | -         | -         | 1,696,500      |
| Dunes Phase 3 (Entitled)                               | MAR               | 32     | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Seaside Resort (Entitled)                              | SEA               | 32     | -              | -           | -           | 1,866,150   | -           | -           | -           | -         | -         | -         | -         | 1,866,150      |
| Seaside Resort TS (Entitled)                           | SEA               | 32     | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Campus Town / Surplus II (Planned)                     | SEA               | 32     | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Campus Town /26 Acre (Planned)                         | SEA               | 32     | -              | 667,290     | -           | -           | -           | -           | -           | -         | -         | -         | -         | 667,290        |
| Main Gate  | SEA               | 32     | -              | 1,413,750   | -           | -           | -           | -           | -           | -         | -         | -         | -         | 1,413,750      |
| Seaside East (Planned)                                 | SEA               | 32     | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| UC (Planned)   | UC                | 32     | -              | -           | -           | -           | -           | -           | -           | -         | -         | -         | -         | -              |
| Total Hotel Rooms                                      |                   |        | -              | 2,081,040   | 1,131,000   | 1,866,150   | 1,945,320   | -           | -           | -         | 565,500   | -         | -         | 7,589,010      |
| CFD Special tax per Hotel Room \$ 5,475                |                   |        | -              | 2,081,040   | 1,131,000   | 1,866,150   | 1,945,320   | -           | -           | -         | 565,500   | -         | -         | \$ 7,589,010   |
| Sub Total  |                   |        | 6,104,257      | 9,544,814   | 31,162,534  | 26,187,592  | 19,676,212  | 12,312,764  | 8,980,604   | 7,307,945 | 6,534,851 | 2,547,111 | 5,916,717 |                |
| TOTAL CFD  |                   |        | \$ 136,275,400 |             |             |             |             |             |             |           |           |           |           |                |

# TABLE 5: LAND SALES REVENUE

In order to better forecast revenues from land sales, jurisdictions estimate when they expect escrow to clear on a lump sum sale of real property.

## Estimated Land Sales

|           |        | Land Use                           |                | 171000          | 1          | 2          | 3          | 4     | 5     | 6     | 7     | 8     | 9     | 10    |       |                |
|-----------|--------|------------------------------------|----------------|-----------------|------------|------------|------------|-------|-------|-------|-------|-------|-------|-------|-------|----------------|
| Parcel    | Acres  | Location & Description             | Basis of Value | Forecasted Sale | 19-20      | 20-21      | 21-22      | 22-23 | 23-24 | 24-25 | 25-26 | 26-27 | 27-28 | 28-29 | 29-30 | Forecast Total |
|           |        | Monterey County                    |                |                 | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | \$ -           |
| E8a.1.2   | 21.22  | Ord Market                         | per acre       | \$ 3,628,620    | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| multiple  | 152.93 | East Garrison 2                    | per acre       | 26,151,030      | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| multiple  | 374.07 | Parker Flat Development            | per acre       | 63,965,970      | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| multiple  | 12.00  | Travel Camp - Developable          | per acre       | 2,052,000       | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E11b.8    | 67.69  | Ammo Supply Point                  | per acre       | 11,574,990      | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
|           |        | Monterey City                      |                |                 | -          | 8,918,813  | 15,855,667 | -     | -     | -     | -     | -     | -     | -     | -     | 24,774,480     |
| E29b.2    | 31.19  | Business Park/Recreation           | per acre       | 5,333,490       | -          | 1,920,056  | 3,413,434  | -     | -     | -     | -     | -     | -     | -     | -     | 5,333,490      |
| E29b.3    | 27.71  | Business Park parcel               | per acre       | 4,738,410       | -          | 1,705,828  | 3,032,582  | -     | -     | -     | -     | -     | -     | -     | -     | 4,738,410      |
| E29e      | 9.45   | Open Space/Recreation              |                | -               | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E29b.1    | 33.52  | Monterey -Ryan Ranch               | per acre       | 5,731,920       | -          | 2,063,491  | 3,668,429  | -     | -     | -     | -     | -     | -     | -     | -     | 5,731,920      |
| L4.2      | 7.03   | Open Space/Recreation              |                | -               | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| L4.1      | 18.10  | Business Park/ Public Facility     | per acre       | 3,095,100       | -          | 1,114,236  | 1,980,864  | -     | -     | -     | -     | -     | -     | -     | -     | 3,095,100      |
| E29.1     | 22.48  | Business Park parcel               | per acre       | 3,844,080       | -          | 1,383,869  | 2,460,211  | -     | -     | -     | -     | -     | -     | -     | -     | 3,844,080      |
| E29.2     | 11.88  | Business Park parcel               | per acre       | 2,031,480       | -          | 731,333    | 1,300,147  | -     | -     | -     | -     | -     | -     | -     | -     | 2,031,480      |
|           |        | Marina                             |                |                 | 13,500,000 | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | 13,500,000     |
| multiple  |        | Dunes Phase II                     | Contract       | 13,500          | 13,500,000 | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | 13,500,000     |
| multiple  |        | Dunes Phase II Option              | Contract       | -               | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| multiple  |        | Dunes Phase III                    | Contract       | 25,319,400      | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E4.1.2.2  | 9.63   | Cypress Knolls                     | Marina Est.    | 1,444,500       | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E4.1.1    | 153.50 | Cypress Knolls                     | Marina Est.    | 22,950,000      | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E4.1.2.2  | 26.24  | Cypress Knolls                     | Marina Est.    | 3,900,000       | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E2c.4.2.1 | 13.39  | Stockade                           | Marina Est.    | 2,289,690       | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| L35.2     | 1.71   | Stockade +                         | per acre       | 292,410         | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| L2.2.1    | 2.11   | Stockade +                         | per acre       | 360,810         | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| L2.2.2    | 4.54   | Stockade corner @ imjin            | per acre       | 776,340         | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E2c.4.2.2 | 2.14   | Stockade +                         | per acre       | 365,940         | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
|           |        | Seaside                            |                |                 | -          | 33,265,170 | -          | -     | -     | -     | -     | -     | -     | -     | -     | 33,265,170     |
| multiple  | 86.01  | Surplus II                         | Contract       | 18,000,000      | -          | 18,000,000 | -          | -     | -     | -     | -     | -     | -     | -     | -     | 18,000,000     |
| multiple  | 89.27  | Main Gate                          | per acre       | 15,265,170      | -          | 15,265,170 | -          | -     | -     | -     | -     | -     | -     | -     | -     | 15,265,170     |
| multiple  | 563.24 | Seaside East                       | per acre       | 89,985,330      | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| F2.3.2    | 26.00  | 26 Acre Parcel                     | Seaside Est    | 3,735,004       | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E18.1.3   | 40.00  | Barracks Parcel                    | fixed          | 6,640,000       | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
|           |        | Del Rey Oaks                       |                |                 | -          | 10,000,000 | 1,094,600  | -     | -     | -     | -     | -     | -     | -     | -     | 11,094,600     |
| E29a      | 271.60 | 270 Acres (Parcels A-D)            | Contract       | 17,000,000      | -          | 10,000,000 | 700,000    | -     | -     | -     | -     | -     | -     | -     | -     | 10,700,000     |
| E36       | 6.41   | Development Parcel E36             | per acre       | 1,096,110       | -          | -          | 394,600    | -     | -     | -     | -     | -     | -     | -     | -     | 394,600        |
| E31a      | 4.89   | Development w/ Reserve             | per acre       | 836,190         | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E31b      | 3.34   | Development w/ Reserve             | per acre       | 571,140         | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
| E31c      | 3.92   | Development w/ Reserve             | per acre       | \$ 670,320      | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
|           |        | CSUMB                              |                |                 | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | -              |
|           |        | UC MBEST                           |                |                 | -          | -          | -          | -     | -     | -     | -     | -     | -     | -     | -     | \$ -           |
|           |        | Lump Sum Sale Forecast - Sub-total |                |                 | 13,500,000 | 52,183,983 | 16,950,267 | -     | -     | -     | -     | -     | -     | -     | -     | 82,634,250     |
|           |        | FORA Share (50% of Lump Sum Sales) |                |                 | 6,750,000  | 26,091,991 | 8,475,134  | -     | -     | -     | -     | -     | -     | -     | -     | \$ 41,317,125  |

**TABLE 6: FY 2018/2019 THROUGH POST-FORA DEVELOPMENT FORECASTS**

Residential Annual Land Use Construction (dwelling units)

| Land Use<br>Location & Description  | Juris-<br>diction | Entitled<br>Projects | Built To<br>Date | FORECAST YEAR |       |       |       |       |       |       |       |       |       |       | Forecast | Forecast +<br>Built |
|---|-------------------|----------------------|------------------|---------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------|---------------------|
|   |                   |                      |                  | 19-20         | 20-21 | 21-22 | 22-23 | 23-24 | 24-25 | 25-26 | 26-27 | 27-28 | 28-29 | 29-30 |          |                     |
| NEW RESIDENTIAL      **6,160 unit cap on new residential until 18,000 new jobs on Fort Ord per BRP 3.11.5.4 (b) 2) & 3.11.5.4 (c) |                   |                      |                  |               |       |       |       |       |       |       |       |       |       |       |          |                     |
| <b><u>Marina</u></b>  |                   |                      |                  |               |       |       |       |       |       |       |       |       |       |       |          |                     |
| Seahaven A (Entitled)   | MAR               | 1,050                | -                | 14            | 100   | 168   | 150   | 150   | 150   | 70    | -     | -     |       |       | 802      | 802                 |
| Dunes Phase 1 (Entitled)  | MAR               |                      | 410              | 30            | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | 30       | 440                 |
| Dunes Phase 2 (Entitled)  | MAR               | -                    |                  |               |       | 132   | 163   | 114   | 34    |       |       |       |       |       | 443      | 443                 |
| Dunes Phase 3 (Entitled)  | MAR               | 1,237                |                  |               |       |       |       |       |       | 55    | 165   | 134   | -     |       | 354      | 354                 |
| Cypress Knolls (Entitled)   | MAR               | 712                  |                  |               | -     | -     | -     | 30    | 50    | 100   | 100   | 100   | 100   | 232   | 712      | 712                 |
| VTC Supportive Housing (Entitled)   | MAR               | 71                   | -                | -             | 71    | -     | -     | -     | -     | -     | -     | -     | -     | -     | 71       | 71                  |
| <b><u>Seaside</u></b>   |                   |                      |                  |               |       |       |       |       |       |       |       |       |       |       |          |                     |
| Seaside Resort (Entitled)   | SEA               | 125                  | 3                | -             | -     | -     | 25    | 25    | 25    | 25    | 22    | -     | -     | -     | 122      | 125                 |
| Surplus II (Planned)  |                   |                      | -                | -             | -     | -     | -     | 100   | 84    | -     | -     | -     | -     | -     | 184      | 184                 |
| 26 Acre Parcel (Planned)  |                   |                      | -                | -             | -     | 50    | 100   | 39    | -     | -     | -     | -     | -     | -     | 189      | 189                 |
| Main Gate (Planned)   |                   |                      | -                | -             | 10    | 380   | 200   | -     | -     | -     | -     | -     | -     | -     | 590      | 590                 |
| Nurses Barracks (Planned)   |                   |                      | -                | -             | 40    | -     | -     | -     | -     | -     | -     | -     | -     | -     | 40       | 40                  |
| Seaside East (Planned)  | SEA               | -                    | -                | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | -                   |
| <b><u>Other</u></b>   |                   |                      |                  |               |       |       |       |       |       |       |       |       |       |       |          |                     |
| East Garrison I (Entitled)  | MCO               | 1,470                | 869              | 143           | 125   | 177   | 79    | 77    | -     |       |       |       |       |       | 601      | 1,470               |
| Del Rey Oaks (Planned)  | DRO               | -                    | -                | -             | -     | 100   | 100   | 100   | 100   | 100   | -     | -     | -     | -     | 500      | 500                 |
| UC Blanco Triangle (Planned)  | UC                | -                    | -                | -             | -     | 110   | 110   | 20    | -     | -     | -     | -     | -     | -     | 240      | 240                 |
| Other Residential (Planned)   | Various           | -                    | -                | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | -                   |
| TOTAL NEW RESIDENTIAL   |                   | 4,665                | 1,282            | 187           | 346   | 1,117 | 927   | 655   | 443   | 350   | 287   | 234   | 100   | 232   | 4,878    | 6160**              |
| EXISTING/REPLACEMENT RESIDENTIAL  |                   |                      |                  |               |       |       |       |       |       |       |       |       |       |       |          |                     |
| Preston Park (Entitled)   | MAR               | 352                  | 352              | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 352                 |
| Seahaven (Entitled)   | MAR               | -                    | 201              | 47            |       |       |       |       |       |       |       |       |       |       | 47       | 248                 |
| Abrams B (Entitled)   | MAR               | 192                  | 192              | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 192                 |
| MOCO Housing Authority (Entitled)   | MAR               | 56                   | 56               | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 56                  |
| Shelter Outreach Plus (Entitled)  | MAR               | 39                   | 39               | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 39                  |
| VTC (Entitled)  | MAR               | 13                   | 13               | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 13                  |
| Interim Inc (Entitled)  | MAR               | 11                   | 11               | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 11                  |
| Sunbay (Entitled)   | SEA               | 297                  | 297              | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 297                 |
| Bayview (Entitled)  | SEA               | 225                  | 225              | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 225                 |
| Seaside Highlands (Entitled)  | SEA               | 380                  | 380              | -             | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | -        | 380                 |
| TOTAL EXISTING/REPLACE  |                   | 1,565                | 1,766            | 47            | -     | -     | -     | -     | -     | -     | -     | -     | -     | -     | 1,813    | 1,813               |
|   |                   |                      |                  |               |       |       |       |       |       |       |       |       |       |       |          |                     |
| CSUMB (Planned)   |                   |                      | -                | -             | -     |       |       |       |       |       |       |       |       |       | -        | -                   |
|   |                   | 6,230                | 3,048            | 234           | 346   | ####  | 927   | 655   | 443   | 350   | 287   | 234   | 100   | 232   | 4,925    | 7,973               |

TABLE 7: FY 2018/2019 THROUGH POST-FORA DEVELOPMENT FORECAST

## Non-Residential Annual Land Use Construction (building square feet or hotel rooms per year)

| Land Use<br>Location & Description | Juris-<br>diction | Land<br>Transfer<br>Type | Entitled<br>Projects | Built To Date | FORECAST YEAR |         |         |         |           |         |         |         |         |        |         | Forecast | Forecast + Built |           |
|------------------------------------|-------------------|--------------------------|----------------------|---------------|---------------|---------|---------|---------|-----------|---------|---------|---------|---------|--------|---------|----------|------------------|-----------|
|                                    |                   |                          |                      |               | 19-20         | 20-21   | 21-22   | 22-23   | 23-24     | 24-25   | 25-26   | 26-27   | 27-28   | 28-29  | 29-30   |          |                  |           |
| NON-RESIDENTIAL                    |                   |                          |                      |               |               |         |         |         |           |         |         |         |         |        |         |          |                  |           |
| Office                             |                   |                          |                      |               |               |         |         |         |           |         |         |         |         |        |         |          |                  |           |
| Del Rey Oaks RV Park (Entitled)    | DRO               | EDC                      | 400,000              | -             | 200,000       | 200,000 | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | 400,000          | 400,000   |
| Del Rey Oaks (Planned)             | DRO               | EDC                      | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Monterey (Planned)                 | MRY               | EDC                      | -                    | -             | -             | -       | 120,552 | 120,552 | 120,552   | 179,934 | 179,934 | -       | -       | -      | -       | -        | 721,524          | 721,524   |
| East Garrison I (Entitled)         | MCO               | -                        | 68,000               | -             | -             | 24,000  | 24,000  | 20,000  | -         | -       | -       | -       | -       | -      | -       | -        | 68,000           | 68,000    |
| Imjin Office Park (Entitled)       | MAR               | EDC                      | 28,000               | 28,000        | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | 28,000    |
| Dunes Phase 1 (Entitled)           | MAR               | -                        | -                    | 203,000       | -             | 30,000  | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | 30,000           | 233,000   |
| Dunes Phase 2 (Entitled)           | MAR               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Dunes Phase 3 (Entitled)           | MAR               | -                        | 633,232              | -             | -             | -       | -       | -       | 100,000   | -       | 100,000 | -       | 100,000 | -      | 100,000 | -        | 400,000          | 400,000   |
| Interim Inc. (Entitled)            | MAR               | -                        | 14,000               | 14,000        | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | 14,000    |
| TAMC (Planned)                     | FEB               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Campus Town / Surplus II (Planned) | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Campus Town /26 Acre (Planned)     | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Seaside East (Planned)             | SEA               | -                        | -                    | -             | -             | -       | -       | 50,000  | 50,000    | 50,000  | 50,000  | 50,000  | 50,000  | 50,000 | 50,000  | -        | 400,000          | 400,000   |
| UC (Planned)                       | UC                | EDC                      | -                    | -             | -             | 60,000  | 80,000  | 180,000 | 180,000   | 180,000 | -       | -       | -       | -      | -       | -        | 680,000          | 680,000   |
| Total Office                       |                   |                          | 1,143,232            | 245,000       | 200,000       | 314,000 | 224,552 | 370,552 | 450,552   | 409,934 | 329,934 | 50,000  | 150,000 | 50,000 | 150,000 | -        | 2,699,524        | 2,944,524 |
| Industrial                         |                   |                          |                      |               |               |         |         |         |           |         |         |         |         |        |         |          |                  |           |
| Del Rey Oaks (Planned)             | DRO               | EDC                      | -                    | -             | -             | -       | -       | -       | 500,000   | -       | -       | -       | -       | -      | -       | -        | 500,000          | 500,000   |
| Monterey (Planned)                 | MRY               | EDC                      | -                    | -             | -             | -       | -       | -       | 72,092    | 72,092  | 72,092  | -       | -       | -      | -       | -        | 216,276          | 216,276   |
| Marina CY (Entitled)               | MAR               | EDC                      | 12,300               | 12,300        | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | 12,300    |
| Dunes Phase 1 (Entitled)           | MAR               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Dunes Phase 2 (Entitled)           | MAR               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Dunes Phase 3 (Entitled)           | MAR               | -                        | 450,000              | -             | -             | -       | 75,000  | 75,000  | 75,000    | 75,000  | 75,000  | 75,000  | -       | -      | -       | -        | 450,000          | 450,000   |
| Marina Airport (Entitled)          | MAR               | PBC                      | 250,000              | 250,000       | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | 250,000   |
| TAMC (Planned)                     | MAR               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Campus Town / Surplus II (Planned) | SEA               | -                        | -                    | -             | -             | -       | -       | 50,000  | -         | -       | -       | -       | -       | -      | -       | -        | 50,000           | 50,000    |
| Campus Town /26 Acre (Planned)     | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Main Gate                          | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Seaside East (Planned)             | SEA               | -                        | -                    | -             | -             | -       | -       | 10,000  | 20,000    | 20,000  | 20,000  | 20,000  | 10,000  | -      | -       | -        | 100,000          | 100,000   |
| ASR Well Site                      | SEA               | -                        | 14,900               | 14,900        | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | 14,900    |
| UC (Planned)                       | UC                | EDC                      | 38,000               | 38,000        | -             | 20,000  | 20,000  | 20,000  | 20,000    | 20,000  | -       | -       | -       | -      | -       | -        | 100,000          | 138,000   |
| Total Industrial                   |                   |                          | 765,200              | 315,200       | -             | 20,000  | 95,000  | 155,000 | 687,092   | 187,092 | 167,092 | 95,000  | -       | -      | -       | -        | 1,416,276        | 1,731,476 |
| Retail                             |                   |                          |                      |               |               |         |         |         |           |         |         |         |         |        |         |          |                  |           |
| Del Rey Oaks (Planned)             | DRO               | EDC                      | -                    | -             | -             | -       | -       | -       | 25,000    | -       | -       | -       | -       | -      | -       | -        | 25,000           | 25,000    |
| East Garrison I (Entitled)         | MCO               | -                        | 34,000               | -             | 20,000        | 14,000  | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | 34,000           | 34,000    |
| Dunes Phase 1 (Entitled)           | MAR               | -                        | -                    | 418,000       | -             | -       | 50,000  | 5,000   | -         | -       | -       | -       | -       | -      | -       | -        | 55,000           | 473,000   |
| Dunes Phase 2 (Entitled)           | MAR               | -                        | -                    | -             | -             | -       | -       | -       | -         | 25,000  | -       | -       | -       | -      | -       | -        | 25,000           | 25,000    |
| Dunes Phase 3 (Entitled)           | MAR               | -                        | 498,000              | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| TAMC (Planned)                     | MAR               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Seaside Resort (Entitled)          | SEA               | -                        | 20,000               | 10,000        | -             | -       | -       | -       | 10,000    | -       | -       | -       | -       | -      | -       | -        | 10,000           | 20,000    |
| Campus Town / Surplus II (Planned) | SEA               | -                        | -                    | -             | -             | -       | 100,000 | -       | -         | 50,000  | -       | -       | -       | -      | -       | -        | 150,000          | 150,000   |
| Campus Town /26 Acre (Planned)     | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Main Gate                          | SEA               | -                        | -                    | -             | -             | -       | 40,000  | 50,000  | 30,000    | 30,000  | -       | -       | -       | -      | -       | -        | 150,000          | 150,000   |
| Seaside East (Planned)             | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| UC (Planned)                       | UC                | -                        | -                    | -             | -             | -       | 62,500  | 82,500  | 82,500    | 82,500  | -       | -       | -       | -      | -       | -        | 310,000          | 310,000   |
| Total Retail                       |                   |                          | 552,000              | 428,000       | 20,000        | 54,000  | 262,500 | 117,500 | 147,500   | 157,500 | -       | -       | -       | -      | -       | -        | 759,000          | 1,187,000 |
| TOTAL SF NON-RESIDENTIAL           |                   |                          | 2,460,432            | 988,200       | 220,000       | 388,000 | 582,052 | 643,052 | 1,285,144 | 754,526 | 497,026 | 145,000 | -       | 50,000 | 150,000 | -        | 4,874,800        | 5,863,000 |
| HOTEL ROOMS                        |                   |                          |                      |               |               |         |         |         |           |         |         |         |         |        |         |          |                  |           |
| Hotel Rooms                        |                   |                          |                      |               |               |         |         |         |           |         |         |         |         |        |         |          |                  |           |
| Del Rey Oaks (Planned)             | DRO               | EDC                      | -                    | -             | -             | -       | -       | -       | 250       | -       | -       | -       | -       | -      | -       | -        | 250              | 250       |
| Dunes Phase 1 (Entitled)           | MAR               | -                        | -                    | 106           | -             | -       | -       | -       | 94        | -       | -       | -       | -       | -      | -       | -        | 94               | 200       |
| Dunes Phase 2 (Entitled)           | MAR               | -                        | -                    | -             | -             | -       | 200     | -       | -         | -       | -       | -       | -       | 100    | -       | -        | 300              | 300       |
| Dunes Phase 3 (Entitled)           | MAR               | -                        | 500                  | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Seaside Resort (Entitled)          | SEA               | Sale                     | 330                  | -             | -             | -       | -       | 330     | -         | -       | -       | -       | -       | -      | -       | -        | 330              | 330       |
| Seaside Resort TS (Entitled)       | SEA               | Sale                     | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Campus Town / Surplus II (Planned) | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| Campus Town /26 Acre (Planned)     | SEA               | -                        | -                    | -             | -             | -       | 118     | -       | -         | -       | -       | -       | -       | -      | -       | -        | 118              | 118       |
| Main Gate                          | SEA               | -                        | -                    | -             | -             | -       | 250     | -       | -         | -       | -       | -       | -       | -      | -       | -        | 250              | 250       |
| Seaside East (Planned)             | SEA               | -                        | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| UC (Planned)                       | UC                | EDC                      | -                    | -             | -             | -       | -       | -       | -         | -       | -       | -       | -       | -      | -       | -        | -                | -         |
| TOTAL HOTEL ROOMS                  |                   |                          | 830                  | 106           | -             | 368     | 200     | 330     | 344       | -       | -       | -       | 100     | -      | -       | -        | 1,342            | 1,448     |

# TABLE 8: FY 2018/2019 Property Tax Estimate

## Estimated Property Taxes

| Location & Description | Per Acre Assumption | 2018-19        | 2019-20     | 2020-21     | 2021-22     | 2022-23     | 2023-24     | 2024-25     | 2025-26     | 2026-27     | 2027-28    | 2028-29     |   | Forecast       |
|------------------------|---------------------|----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|---|----------------|
| Office                 | \$ 223              | \$ -           | 44,660,000  | 70,116,200  | 50,142,462  | 82,744,262  | 100,608,262 | 91,538,262  | 73,674,262  | 11,165,000  | 11,165,000 | 33,495,000  | - | \$ 569,308,709 |
| Industrial             | 91                  | \$ -           | -           | 1,827,000   | 1,827,000   | 7,308,000   | 55,914,604  | 10,239,604  | 8,412,604   | 1,827,000   | -          | -           | - | 87,355,813     |
| Retail                 | 91                  | \$ -           | 1,827,000   | 4,932,900   | 23,979,375  | 10,733,625  | 13,474,125  | 14,387,625  | -           | -           | -          | -           | - | 69,334,650     |
| NON-RESIDENTIAL        |                     | \$ -           | 46,487,000  | 76,876,100  | 75,948,837  | 100,785,887 | 169,996,991 | 116,165,491 | 82,086,866  | 12,992,000  | 11,165,000 | 33,495,000  | - | 725,999,172    |
| HOTEL ROOMS            | 164,430             | \$ -           | -           | 60,510,240  | 32,886,000  | 54,261,900  | 56,563,920  | -           | -           | -           | -          | -           | - | 204,222,060    |
| NEW RESIDENTIAL        | 540,995             | \$ 106,035,020 | 101,166,065 | 187,184,270 | 604,291,415 | 501,502,365 | 354,351,725 | 239,660,785 | 189,348,250 | 155,265,565 | 54,099,500 | 125,510,840 | - | 2,492,904,960  |
| EXISTING/REPLACE RES   | 540,995             | \$ 64,919,400  | 25,426,765  | -           | -           | -           | -           | -           | -           | -           | -          | -           | - | 90,346,165     |
| CSUMB RESIDENTIAL      |                     | -              | -           | -           | -           | -           | -           | -           | -           | -           | -          | -           | - | \$ -           |

|              |  |                    |                    |                    |                    |                    |                    |                    |                    |                    |                      |  |                         |
|--------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|--|-------------------------|
| <b>TOTAL</b> |  | <b>217,441,420</b> | <b>263,979,170</b> | <b>296,019,107</b> | <b>759,339,202</b> | <b>728,063,276</b> | <b>470,517,216</b> | <b>321,747,651</b> | <b>202,340,250</b> | <b>166,430,565</b> | <b>\$ 87,594,500</b> |  | <b>\$ 3,513,472,357</b> |
|--------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|--|-------------------------|

|   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |                     |  |  |  |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|---------------------|--|--|--|
| <b>FORA PROJECTION 18/19</b>                      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                     |                     |  |  |  |
| 2% Max Property Value Escalation - Proposition 13 | 221,790,248      | 274,643,928      | 314,137,844      | 821,933,172      | 803,840,686      | 529,878,807      | 369,586,916      | 237,073,852      | 198,899,931      | \$ 106,777,207      | \$ -                |  |  |  |
| Discount Cash Flow - Bond Buyers Index            | 212,341,071      | 251,740,514      | 275,673,440      | 690,562,087      | 646,588,182      | 408,061,746      | 272,494,335      | 167,346,295      | 134,418,373      | 69,086,647          | -                   |  |  |  |
| Net Cash Inflow (CUM) including previous years    | 1,268,126,984    | 1,519,867,498    | 1,795,540,938    | 2,486,103,025    | 3,132,691,207    | 3,540,752,953    | 3,813,247,288    | 3,980,593,583    | 4,115,011,956    | 4,184,098,602       | 4,184,098,602       |  |  |  |
| Net Present Value                                 | 1,268,126,984    | 1,519,867,498    | 1,831,451,756    | 2,586,541,587    | 3,324,436,970    | 3,832,624,867    | 4,210,133,128    | 4,482,794,899    | 4,726,855,256    | 4,902,338,378       | 5,000,385,146       |  |  |  |
| Property Tax assessment 1%                        | 12,681,270       | 15,198,675       | 18,314,518       | 25,865,416       | 33,244,370       | 38,326,249       | 42,101,331       | 44,827,949       | 47,268,553       | 49,023,384          | 50,003,851          |  |  |  |
| Less housing set aside (20%)                      | (2,536,254)      | (3,039,735)      | (3,662,904)      | (5,173,083)      | (6,648,874)      | (7,665,250)      | (8,420,266)      | (8,965,590)      | (9,453,711)      | (9,804,677)         | (10,000,770)        |  |  |  |
| Property Tax net of housing set aside             | 10,145,016       | 12,158,940       | 14,651,614       | 20,692,333       | 26,595,496       | 30,660,999       | 33,681,065       | 35,862,359       | 37,814,842       | 39,218,707          | 40,003,081          |  |  |  |
| Tier 1  | (1,370,026)      | (1,641,994)      | (1,978,615)      | (2,794,380)      | (3,591,567)      | (4,140,590)      | (4,548,432)      | (4,843,004)      | (5,106,675)      | (5,296,259)         | (5,402,184)         |  |  |  |
| Tier 2  | (1,150,821)      | (1,379,275)      | (1,662,037)      | (2,347,278)      | (3,016,916)      | (3,478,095)      | (3,820,682)      | (4,068,122)      | (4,289,606)      | (4,448,856)         | (4,537,834)         |  |  |  |
| Tier 3  | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                   | -                   |  |  |  |
| Annual net property tax                           | 7,624,169        | 9,137,671        | 11,010,962       | 15,550,675       | 19,987,012       | 23,042,314       | 25,311,950       | 26,951,234       | 28,418,561       | 29,473,592          | 30,063,064          |  |  |  |
| FORA Property Tax (35%)                           | 2,668,459        | 3,198,185        | 3,853,837        | 5,442,736        | 6,995,454        | 8,064,810        | 8,859,183        | 9,432,932        | 9,946,496        | 10,315,757          | 10,522,072          |  |  |  |
| Forecast Estimate - 90% of Property Tax           | 2,401,613        | 2,878,366        | 3,468,453        | 4,898,463        | 6,295,909        | 7,258,329        | 7,973,264        | 8,489,639        | 8,951,847        | 9,284,181           | 9,469,865           |  |  |  |
| Operating Costs                                   | (1,300,000)      | (1,300,000)      | (1,300,000)      | (1,300,000)      | (1,300,000)      | (1,300,000)      | (1,300,000)      | (1,300,000)      | (1,300,000)      | (1,300,000)         | (1,300,000)         |  |  |  |
| <b>Property Tax Transfer to CIP</b>               | <b>1,368,459</b> | <b>1,898,185</b> | <b>2,553,837</b> | <b>4,142,736</b> | <b>5,695,454</b> | <b>6,764,810</b> | <b>7,559,183</b> | <b>8,132,932</b> | <b>8,646,496</b> | <b>\$ 9,015,757</b> | <b>\$ 9,222,072</b> |  |  |  |

## **Appendices**

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|  |             |
|--|-------------|
| <b>A. Protocol for Review/Reprogramming of FORA CIP</b>              | <b>A-1</b>  |
| <b>B. Building Removal Program to Date</b>                           | <b>A-6</b>  |
| <b>C. Jurisdiction-Incurred Caretaker Costs Reimbursement Policy</b> | <b>A-9</b>  |
| <b>D. Marina Coast Water District 5-Year CIP</b>                     | <b>A-12</b> |

## Appendix A: Protocol for Review/Reprogramming of FORA CIP (Revised June 10, 2016)

1) Conduct quarterly meetings with the CIP Committee and/or Administrative Committee. Staff representatives from the California Department of Transportation (CALTRANS) and AMBAG may be requested to participate and provide input.

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. To prioritize projects, the following criteria were established:

- 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 FORA Board has set the top two Transportation Priorities as Eastside Parkway and South Boundary Road. The CIP/Administrative Committee determines the remaining projects priorities. The committee is responsible for recommending project priorities and balancing projected project costs against projected revenues.

### **Evidence Based Prioritization**

Staff asks Administrative Committee members to weight the eight criteria (see previous list of eight bullets) through anonymous polling to reach consensus. The weighting resulting in assigning a higher multiplication factor to some criteria and a lower factor to other criteria. Following the weighting process, staff takes a poll of the committee members asking that they score each project by the eight criteria. Staff multiplies the project scores by the assigned weights, resulting in a score identifying the Transportation/Transit priorities from highest to lowest. Staff then presents the results to the Administrative Committee for further discussion.

To further clarify the criteria, the following definitions were agreed upon by the committee during the 2015/16 Fiscal Year. For each criterion, a measurable scale (1-5) has been created by which to measure the criterion’s impact.

#### **a) Project is necessary to mitigate reuse plan**

All projects on the list are necessary to mitigate the reuse plan. To prioritize the transportation projects, it is necessary to determine the amount of mitigation a proposed roadway could have on existing roadways. Therefore, this criterion is defined by the Level-Of-Service (LOS) ranking, determined by the North American Highway Capacity Manual which measures the amount of time a vehicle stays in one spot on a road from the shortest amount of time to the longest (A-F). This is a function of travel speed, congestion, and the number of cars on the road. This criterion asks the CIP committee to provide its best-informed estimate on the impact of each project in terms of LOS.

Use this scale to estimate the mitigation effect on an impacted roadway(s) in terms of Highway Capacity Manual's Level of Service (LOS):

1. Decreases the LOS on existing roadways (increases the travel time, congestion etc...)
2. LOS stays the same on existing roadways

3. LOS is increased one level up (i.e. from C to B)
4. LOS is increased two levels up (i.e. C to A)
5. LOS is increased two levels up from a D, E, or F (i.e. from D to B)

**b) Project environmental/design is complete**

The concept behind this criterion is to determine how ready a project is for implementation and assesses how close a project is to breaking ground in relation to key project milestones.

Use this scale to rate a project by the Key milestones:

1. California Environmental Quality Act (CEQA) Review Initiated
2. CEQA Review Complete
3. 90% Design Complete
4. Design Approval Complete
5. Notice to Proceed has been issued

**c) Project can be completed prior to FORA's 2020 transition**

Use this criterion to assess the proposed project's likeliness to complete the project on-time and on-budget prior to 2020.

Use this scale to rate the likeliness of completion:

1. Not Probable by 2020
2. Not Likely to be on-time/budget by 2020
3. Likely to be completed by 2020
4. Likely to be completed before 2019
5. Likely to be completed before 2018

**d) Uses FORA CIP funding as matching funds to leverage grant dollars**

Use this criterion to assess the likelihood a project is to gain matching funds or grants in the next three years if FORA assigns resources to the project.

Use this scale to rate the likeliness of obtaining matching/additional funding:

1. Not Possible in 3 years (July 2019)
2. Not Likely to gain funding in 3 years (July 2019)
3. Likely to gain funding in 3 years (July 2019)
4. Likely to gain funding in 2 years (July 2018)
5. Likely to gain funding in 18 months (January 2018)

**e) Project can be coordinated with other agencies projects**

The concept behind this criterion is to facilitate roadway connectivity and to determine if economies of scale (cost advantages obtained due to increased scope) are possible through planning/implementing projects in succession or in parallel with another infrastructure project. Use estimated time between the completion of one project and notice to proceed of adjacent projects to determine the level of coordination.

Use this scale to determine the level of coordination with other agencies:

1. Cannot be run in succession/parallel with another project
2. Can be run in succession/parallel with another project
3. Can be run in succession/parallel with another project AND creates an economy of scale (cost advantages obtained due to increased scope)



4. Can be run in succession/parallel with another project AND creates an economy of scale on both projects
5. Can be run in succession/parallel with another project AND creates an economy of scale on both projects AND saves time

**f) Project furthers inter-jurisdictional equity**

Inter-Jurisdictional equity refers to the concept that FORA complete roadway obligations while being fair to each of the land-use jurisdictions. For the purposes of this assessment, the geographical location of the project determines the owning jurisdiction even though a project in another jurisdiction might benefit.

Use this criterion to assess if the resources assigned to this project would create an imbalance in the distribution of resources to the land-use jurisdictions:

1. Would create a major change in the balance favoring one jurisdiction
2. Would create a minor change in the balance favoring one jurisdiction
3. The estimated change would be a net gain
4. Would create a minor change restoring, or furthering, the balance
5. Would create a major change restoring, or furthering, the balance

**g) Supports jurisdictions “flagship” project**

A “flagship project” is a single project on the former Fort Ord lands which a jurisdiction gives priority regarding its resources.

- a. Marina = The Dunes on Monterey Bay
- b. Seaside = Seaside Resort
- c. Monterey County = East Garrison
- d. City of Monterey = Business Park
- e. Del Rey Oaks = 73 Acres

Use this criterion to assess the amount of support a CIP project will give to Flagship projects:

1. Project provides infrastructure within ¼ mile of a Flagship project
2. Project provides infrastructure to the project area
3. Flagship project is dependent upon project being completed
4. Project enables Flagship projects to establish revenue to jurisdiction
5. Project is able to provide 2 or more benefits listed above.

**h) Project nexus to jurisdictional development programs:**

For prioritization, bias is set on links that can equitably feed multiple development programs. The concept of development programs are projects which increase Economic Development and job creation first, then increase resource support such as housing and shopping. Realistically, housing may precede jobs; however, FORA seeks to prioritize Economic Development.

Use this criterion to assess the impact of a roadway on developments:

1. The project will not create a roadway link for the development
2. Creates a roadway link to a future development, but there is currently no ongoing development project
3. Creates a roadway link and implementation coincides with future development projects
4. The project creates a roadway link and supports ongoing development projects
5. The project creates a roadway link and supports ongoing developments in two or more jurisdictions

2) Under this Protocol, The Administrative Committee is to 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 base-wide project obligations include transportation/transit, water augmentation, storm drainage, habitat management, building removal and firefighting enhancement.

This protocol describes the method by which the base-wide development fee (Fee) and Fort Ord Reuse Authority Community Facilities District Special Tax (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..."<sup>1</sup>

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 (ENRs 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 2019. 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.

## **Appendix B: Building Removal Program to Date**

### **1996 FORA Pilot Deconstruction Project (PDP)**

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.

### **1997 FORA Survey for Hidden Asbestos**

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.

### **1998 FORA Request for Qualifications (RFQ) for Building Deconstruction Contractors**

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.

### **1999 FORA Lead-Based Paint Remediation Demonstration Project**

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.

### **2001 FORA Waste Characterization Protocol**

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 can make more informed waste management and diversion decisions resulting in savings, greater implementation of sustainable practices, and more environmentally sensitive solutions.

### **2002 FORA Building Removal for 12th Street/Imjin Parkway**

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.

#### 2003 FORA Building Removal for 2nd Avenue Widening

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.

#### 2004 FORA/CSUMB oversight Private Material Recovery Facility Project

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.

#### 2005 The Dunes WWII Building Removal

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.

#### 2006 - 2007 East Garrison Building Removal

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

#### 2007 Imjin Office Park Building Removal

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

#### 2011 FORA Removal of Building 4470 in Seaside

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.

#### 2011 FORA/CSUMB Korean War Concrete Building Removal Grant Application

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 Campus and Seaside Surplus II property. The OEA was receptive to the idea and encouraged a grant application. After multiple applications, OEA did not fund the grant application. In 2015 FORA determined to work directly with Seaside to address the Seaside Surplus II Korean Era cement buildings without OEA assistance.

#### 2003 – 2013 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 CSUMB's building removal efforts.

#### 2015 FORA/Seaside Surplus II Korean War Concrete Building Removal

Surplus II is the northeast gateway to the City of Seaside and CSUMB with Gigling Road on its southern boundary; a major artery into and out of Seaside, and difficult for police to patrol and abuts the CSUMB campus. The Seaside Surplus II area also abuts occupied military homes and the Department of Defense building on Gigling Road. Portions of the Seaside Surplus II area surround existing buildings reused in place, including the Presidio of Monterey Police station, Monterey College of Law, Monterey Peninsula College Police Officer Training Academy and National Guard buildings. The dilapidated buildings have been vandalized, copper wiring and piping has been stolen, and windows and doors have been broken. The multi-story buildings do not have elevators, are not ADA compliant, and none meet earthquake safety codes.

In late 2015 FORA staff met with Seaside to coordinate the application of FORA Building removal obligation funds to the Surplus II, knowing that FORA's funds would not be enough to remove all the hazardous materials and buildings from the site. Seaside and FORA staff determined that the first step to knowing what was involved in removing buildings from Surplus II was to survey the buildings for Hazardous materials and commission a hazardous materials removal estimate. In early 2016, FORA released a Request for Proposals and competitively selected an Industrial Hygienist firm to provide hazardous material surveys in Surplus II. The surveys and a hazardous materials removal estimate was completed in 2016. Engineers were hired in 2017 and plans and specifications were developed and released for bid in December 2017. FORA is in the process of selecting a Hazmat and Building Removal contractor and anticipates hazardous material and building removal to be complete by late 2018.

#### 2016 Marina Stockade Removal

In 2016 FORA staff met with the City of Marina to begin coordination for access to the Marina Stockade site which currently host Los Animas concrete production and operations under a lease from the City of Marina. Marina is taking the lead in negotiating with Las Animas for access to the building for removal. FORA commissioned the Stockade hazardous material surveys. Once the surveys were completed in 2017, FORA hired Harris and Associates to prepare plans, specifications and estimates for the Stockade Removal. FORA anticipates bidding out the Stockade Hazmat and Building Removal contractor in late 2018/early 2019.

## Appendix C: Jurisdiction-Incurred Caretaker Costs Reimbursement Policy

Caretaker costs were first described in the Fiscal Year (FY) 01/02 FORA Capital Improvement Program (CIP) as: “Costs associated with potential delays in redevelopment and represent interim capital costs associated with property maintenance prior to transfer for development.”

FORA Assessment District Counsel opined that FORA Community Facilities District Special Tax payments cannot fund caretaker costs. For this reason, caretaker costs would be funded through FORA’s 50% share of land sale proceeds on former Fort Ord, any reimbursements to those fund balances, or other designated resources.

As a result of the FY 11/12 and FY 12/13 Phase II CIP Review analysis prepared by Economic & Planning Systems, Inc., FORA agreed to reimburse its five member jurisdictions (County of Monterey and Cities of Seaside, Marina, Del Rey Oaks, and Monterey) for these expenses based on past experience, provided sufficient land sale revenue is available and jurisdictions are able to demonstrate property management/caretaker costs. Based on previous agreements between the U.S Army and the City of Marina, City of Seaside and County of Monterey, *examples* of caretaker costs include the following: tree trimming, mowing, pavement patching, centerline/stenciling, barricades, traffic signs, catch basin/storm drain maintenance, vacant buildings, vegetation control/spraying, paving/slurry seal, and administration (10% of total costs).

FY 15/16 caretaker costs funding was limited to the amount listed in the FORA FY 15/16 CIP (Table 5 – Land Sales Revenue), which is \$150,000. Future FORA annual CIP’s will establish caretaker costs reimbursement funding as described in the next paragraph.

For implementation, this policy clarifies that FORA funding for caretaker costs shall be determined by allocating a maximum of \$500,000 in the prior fiscal year’s property taxes collected and designated to the FORA CIP. For example, if \$525,000 in property taxes is collected and designated to the FORA CIP during FY 15/16, then FORA will program a maximum of \$500,000 for the five member jurisdictions’ eligible caretaker costs. Each subsequent year, the maximum funding for caretaker costs may be decreased assuming that, as land transfers from jurisdictions to third-party developers, jurisdictions’ caretaker costs will decrease. If FORA does not collect and designate to the CIP sufficient property taxes in a given fiscal year to fund the maximum amount of caretaker costs allowed that fiscal year, the actual amount of property taxes collected and designated to the CIP during the fiscal year shall be used to determine the amount of caretaker costs funding. FORA shall set caretaker costs funding through the approved FORA CIP.

For a member jurisdiction to be eligible for caretaker costs reimbursement:

- 1) Costs must be described using the Caretaker Costs Worksheet (**Exhibit A**) and submitted to FORA by August 31 (1<sup>st</sup> deadline) and October 31 (2<sup>nd</sup> deadline) of each year;
- 2) FORA staff must provide a written response within 30 days denying or authorizing, in part or in whole, the Caretaker Costs Worksheet in advance of the expenditure. FORA may request additional information from the member jurisdiction within 15 days of receiving the Caretaker Costs Worksheet. FORA shall provide reasons for caretaker costs reimbursement denial in its written response;

- 3) Eligible costs must be within the total amount approved in the current CIP, which shall be divided into five equal amounts, one for each of the five member jurisdictions. For example, if FORA is able to allocate \$100,000 in caretaker costs in a fiscal year, each jurisdiction shall have the ability to request up to \$20,000 in caretaker cost reimbursements. If a member jurisdiction does not submit a Caretaker Costs Worksheet to FORA by January 31 of each year, it forfeits its caretaker costs allocation for the fiscal year. Such unallocated dollars shall be available through October 31 (2<sup>nd</sup> deadline) (see #1 above) to the jurisdictions who submitted Caretaker Costs Worksheets to FORA by August 31; and
- 4) FORA staff must verify completion of caretaker costs work items through site visits prior to work initiation and after work completion.

FORA shall establish an emergency set aside of up to \$75,000 in the FY 16/17 CIP budget for urgent and unforeseen caretaker costs. The process for requesting these funds shall be the same as described above except there will not be a deadline for submitting the request.



**FORT ORD REUSE AUTHORITY CARETAKER COST WORKSHEET**

Date: \_\_\_\_\_

Jurisdiction: \_\_\_\_\_

Point of Contact: \_\_\_\_\_

Contact number/email: \_\_\_\_\_

***Please answer the following questions and submit to the Fort Ord Reuse Authority for a determination of eligibility for caretaker cost reimbursement:***

**1. Is the property where the Caretaker Costs are planned owned by the jurisdiction?**

- ☐ Yes
- ☐ No

**2. What is/are the Army Corps of Engineers parcel number(s)?** \_\_\_\_\_

**3. Check all Caretaker Cost work item categories that apply to the current request:**

- ☐ Tree trimming
- ☐ Mowing
- ☐ Pavement patching
- ☐ Centerline/stenciling
- ☐ Barricades
- ☐ Traffic signs
- ☐ Catch basins/storm drain maintenance
- ☐ Barriers to vacant buildings
- ☐ Vegetation control/spraying
- ☐ Paving/slurry seal
- ☐ Administration (up to 10% of total costs)
- ☐ Other: \_\_\_\_\_

**4. Provide a specific description of the proposed Caretaker Cost work:**

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**5. Provide a description of potential benefit from completion of Caretaker work items (such as improved public health, public safety, reduced fire risk, etc.):**

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**6. Provide a detailed budget of proposed Caretaker Costs with estimated costs (if caretaker work is approved for reimbursement, FORA staff will use this budget to verify work completion and issue reimbursements):**

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**MCWD CIP STARTS HERE**

# **Attachment B to Item 8d**

## **Term Sheet**

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**This item will be included in the final Board packet.**

# **Placeholder for Item 8e**

**FORA FY 2019-2020 Annual Budget**

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**This item will be included in the final Board packet.**

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

**Subject:** Marina Coast Water District Annual Budget and Compensation Plan

**Meeting Date:** May 10, 2019

**Agenda Number:** 8f

### ACTION

### RECOMMENDATION(S):

Consider Resolution Nos. 19-XX and 19-XX, adopting a Compensation Plan for Base-wide Water and Sewer Services on the Former Fort Ord (**Attachments A and B**).

### BACKGROUND/DISCUSSION:

The 1998 Water Wastewater Facilities Agreement (FA) between Fort Ord Reuse Authority (FORA) and Marina Coast Water District (MCWD) assigns MCWD the responsibility to keep a fund for the Ord Community separate from the general MCWD operation. The Ord Community fund has its own line items and account numbers, giving MCWD the ability to report on revenues and expenses for the service area. FORA's Water Wastewater Oversight Committee (WWOC) is responsible for reviewing and recommending Budgets and Compensation Plans for the Ord Community (per Section 4.2.2.5 and Section 7.1.3 of the FA) to the FORA Board. The FORA Board's responsibility is to state whether it agrees or disagrees with MCWD's proposed budget within 3 months of receipt and adopt by resolution the compensation plan.

The WWOC received the proposed budget on March 13, 2019, starting the three-month review period ending on June 14, 2019.

MCWD underwent a Proposition 218 rate-setting process sending out notices to property owners and receiving protests. On March 12, 2018, the MCWD Board approved new district rates, fees, and charges, excluding capacity charges. The approved rate increases authorized by the Proposition 218 process are scheduled over a five-year period from 2018-2023. The increases over this term are required for capital improvement projects (CIP) and depleted reserves. This approval sets the key assumption for MCWD's rate-based revenue projections used in the 2019-20 Budget. The WWOC considered the MCWD budget on March, 27<sup>th</sup>, April 11<sup>th</sup>, and April 25<sup>th</sup>, 2019. Due to document size, the proposed budget (**Exhibit A**) can be found at:

<http://fora.org/wwoc-review.html>

The WWOC found the rate study and the budget to be in order and in conformance with standard practices. At its April 25<sup>th</sup> meeting, the WWOC voted 4-0 to recommend that the FORA Board adopt the proposed compensation plan for base-wide water and sewer services on the Fort Ord Community and the 5-year CIP.

**FISCAL IMPACT:**

Reviewed by FORA Controller \_\_\_\_\_

Staff time for this item is included in the approved FORA budget.

**COORDINATION:**

WWOC, MCWD, Administrative Committee, Executive Committee, and Authority Counsel

Prepared by \_\_\_\_\_ Reviewed by \_\_\_\_\_  
Peter Said Jonathan Brinkmann

Approved by \_\_\_\_\_  
Michael A. Houlemard, Jr.

# **Attachment A to Item 8f**

**Resolution: Adopting the Budget and the Ord Community  
Compensation Plan for FY 2019-20 not including Capacity Charges**

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**This item will be included in the final Board packet.**

# **Attachment B to Item 8f**

**Resolution: Adopting Capacity Charge element of the Budget  
and Ord Community Compensation Plan for FY 2019-2020**

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**This item will be included in the final Board packet.**



**- END -**

**DRAFT  
BOARD PACKET**