



DRAFT

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FY 2013/14

**Capital Improvement
Program**

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I. EXECUTIVE SUMMARY

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 are described in the BRP Appendix B as the 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 decisions. The CIP is re-visited annually by the FORA Board to assure that projects are implemented on a timely basis.

This FY 2013/14 – "Post-FORA" CIP document has been updated with reuse forecasts by the FORA land use jurisdictions and adjusted to reflect staff analysis and Board policies. Adjusted annual forecasts are enumerated in the CIP Appendix B. Forecasted capital project timing is contrasted with FY 2012/13 adopted timing, outlining adjustments. See Tables 2 & 3, depicting CIP project forecasts.

Current State law sets FORA's sunset on June 30, 2020 or when 80% of the BRP has been implemented, whichever occurs first– either of which is prior to the Post-FORA CIP end date. The revenue and obligation forecasts will be addressed in 2018 under State Law and will likely require significant coordination with the Local Agency Formation Commission.

1) Periodic CIP Review and Reprogramming

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

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

2) CIP Costs

The costs assigned to individual CIP elements were first estimated in May 1995 and published in the draft 1996 BRP. Those costs have been adjusted to reflect actual changes in construction expenses noted in contracts awarded on the former Fort Ord and to reflect the ENR CCI inflation factors. This routine procedure has been applied annually since the adoption of the CIP – excepting 2011, at Board direction. It is expected, according to the Phase II developer fee study just completed, that the recently adopted formulaic fee review will be applied and submitted for FORA Board consideration in spring 2014..

3) CIP Revenues

The primary CIP revenue sources are CFD fees, developer fees, and land sale proceeds. These primary sources are augmented by loans, property taxes and grants. The CFD has been adjusted annually to account for inflation, with an annual cap of 5%. Developer fees were established under FORA policy to govern fair share contributions to the basewide infrastructure and capital needs. The CFD implements a portion of the developer fee policy and is restricted by State Law to paying for mitigations described in the BRP Final Environmental Impact Report ("FEIR"). The FORA CFD pays CIP costs including Transportation/Transit projects, Habitat Management obligations, Water Augmentation, Storm Drainage System improvements and Fire Fighting Enhancement improvements. Land sale proceeds are earmarked to cover costs associated with the Building Removal Program.

Tables 4 and 5 herein contain a tabulation of the proposed developments with their corresponding fee and land sale revenue forecasts. Capital project obligations are balanced against forecasted revenues on Table 3 of this document.

4) Projects Accomplished to Date

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

- a) \$75M in roadway improvements, including underground utility installation and landscaping, predominantly funded by US Department of Commerce – Economic Development Administration ("EDA") grants (with FORA paying any required local match), FORA CFD fees, loan proceeds, payments from participating jurisdictions/agencies, tax increment, and a FORA bond issue.
- b) \$75M in munitions and explosives of concern cleanup on the 3.3K acres of former Fort Ord Economic Development Conveyance property, funded by a U.S. Army grant.
- c) \$29M in building removal at the Dunes on Monterey Bay, East Garrison, Imjin Parkway and Imjin Office Park site.
- d) \$10M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, Water Augmentation obligations, and Fire Fighting Enhancement.

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

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

II. OBLIGATORY PROGRAM OF PROJECTS – DESCRIPTION OF CIP ELEMENTS

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

a) Transportation/Transit

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

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

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



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

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

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

Transit

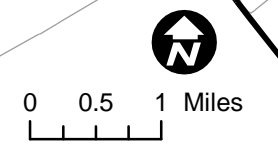
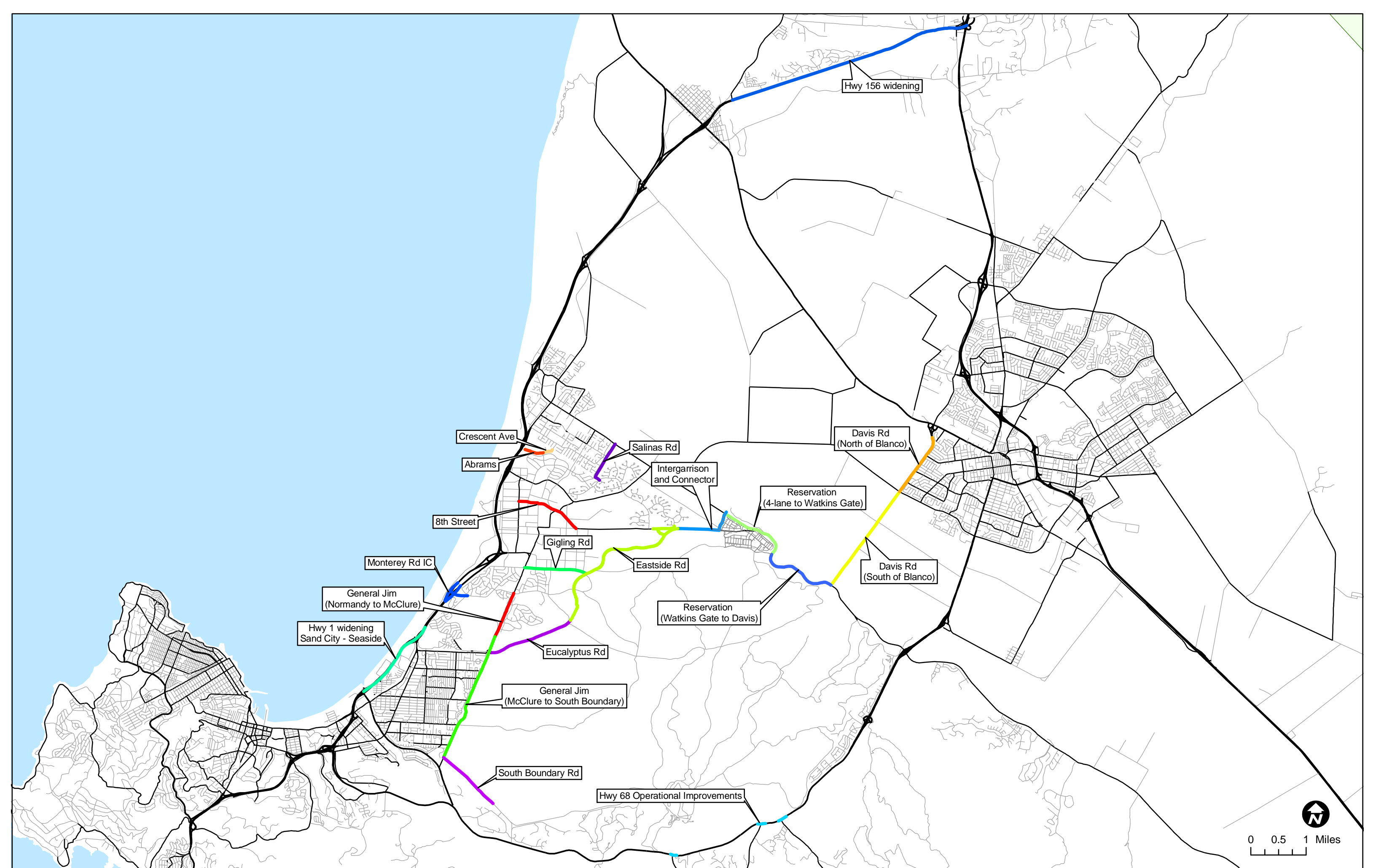
The transit obligations enumerated in Table 1 remain unchanged from the 1997 TAMC Study and adopted BRP. However, current long range planning by TAMC and Monterey-Salinas Transit ("MST") reflect a preferred route for the multi-modal corridor than what was presented in the BRP, FEIR and previous CIPs. The BRP currently provides for a multi-modal corridor 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 City of Marina portion of the former Fort Ord. Long range planning for transit service focuses on the alternative Intergarrison/Reservation/Davis Roads corridor to fulfill transit service needs between the Salinas area and Peninsula cities and campuses.

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

Lead Agency Status

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

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



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



NOT TO SCALE
 0 0.5 1 2 Miles

b) Water Augmentation

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

FORA has contracted with Marina Coast Water District ("MCWD") to implement a water augmentation program. Following a comprehensive two-year process of evaluating viable options for water augmentation, the MCWD Board of Directors certified, in October 2004, a program level Environmental Impact Report ("EIR") analyzing three potential augmentation projects. The projects included a desalination project, a recycled water project and a hybrid project (containing components of both recycled water and desalination water projects).

In June 2005, MCWD staff and consultants, working with FORA staff and Administrative Committee, recommended the hybrid project to the FORA and MCWD Boards of Directors. Additionally, it was recommended that FORA-CIP water augmentation funding be increased by an additional \$17M to avert additional burden on rate payers due to increased capital costs.

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

At the April 2008 FORA Board meeting, the Board endorsed the Regional Plan as the preferred plan to deliver the requisite 2,400 AFY of augmenting water to the 6,600 AFY groundwater entitlements. Since that time, the Regional Plan was designated by the State Public Utilities Commission as the preferred environmental alternative and an agreement in principal to proceed entered into by Cal-Am, MCWD and MRWPCA. This agreement is unlikely to proceed under the present circumstances. MCWD is still contractually obligated to provide an augmented source for the former Fort Ord as distinct from the Regional Project. The proposed CIP defaults to the prior Board approved 'hybrid' project that MCWD has performed CEQA for and is contractually required to implement.

c) Storm Drainage System Projects

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

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

"Program C-6.1: The City/County shall work closely with other Fort Ord jurisdictions and the California Department of Parks and Recreation ("CDPR") to develop and implement a plan for storm water disposal that will allow for the removal of the ocean outfall structures and end the direct discharge of storm water into the marine environment. The program must be consistent with State Park goals to maintain the open space character of the dunes, restore natural land forms and restore habitat values."

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

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



Storm drainage outfall removal – Before and After

d) Habitat Management Requirements

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

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

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

Based upon recent conversations with the regulatory agencies, it has become apparent that the Habitat Management obligations will increase beyond the costs noted above. Therefore, this document contains a ± \$39.5M line item of forecasted requisite expenditures. 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, included \$19.2 million as a CIP contingency for additional habitat management costs should the assumed earnings rate for the endowment be less than the current 4.5% assumption. USFWS and CDFW are the final arbiters as to what the final endowment amount will be, with input from FORA and

its contractors/consultants. It is expected that the final endowment amount will be agreed upon in the upcoming fiscal year.

e) Fire Fighting Enhancement Requirements

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

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



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

f) Building Removal Program

As a basewide obligation, the BRP includes the removal of building stock to make way for redevelopment in certain areas of the former Fort Ord. The FORA Board established policy regarding building removal obligations with adoption of the FY 01/02 CIP. That policy defines FORA obligations and has been sustained since that time. For example, one of FORA's obligations includes some City of Seaside Surplus II buildings. The policy fixes the overall FORA funding obligation to Surplus II at \$4M, and the City of Seaside decides which buildings to remove. The FORA Board additionally established criteria to address how the building removal program would proceed at Surplus II: 1) buildings must be within Economic Development Conveyance parcels; 2) building removal is required for redevelopment; buildings are not programmed for rehabilitation; and, buildings along Gigling Road potentially fit the criteria. When the City of Seaside, working with any developer, determines which buildings should be removed, FORA would forego a portion of land sale proceeds in an amount commensurate with actual costs, up to \$4M (December 1996 Reimer Associates Fort Ord Demolition Study). All jurisdictions have been treated in a similar manner but have widely varying building removal needs that FORA does its best to accommodate with available funds.

As per Board direction, building removal is funded by land sale revenue and/or credited against land sale valuation. Two MOAs have been finalized for these purposes, as described below:

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

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

FORA's remaining building removal obligations include the former Fort Ord stockade within the City of Marina (\pm \$2.2M) and as previously discussed, buildings in the City of Seaside's Surplus II area (\pm \$4M). In 2011, FORA, at the direction of the City of Seaside, removed a building in the Surplus II area which is explained in more detail in Appendix C. FORA will continue to work closely with the Cities of Marina and Seaside as new specific plans are prepared for those areas.

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

g) Water and Wastewater Collection Systems

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

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

h) Property Management and Caretaker Costs

During the EPS CIP Phase I Review process in FY 10/11, 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." The EPS CIP Phase I Study identified \$16M in FORA CIP contingencies to cover such costs. These obligations are not BRP required CEQA mitigations, but are considered basewide obligations (similar to FORA's additional water augmentation program contribution and building removal obligation). In order to reduce contingencies, this \$16M item was excluded from the CIP cost structure used as the original basis for the 2011-12 CFD Special Tax fee reductions.

However, the Board recommended that a "Property Management/Caretaker Costs" line item be added as an obligation to cover basewide property management costs, should they be demonstrated.

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

demonstrate property management/caretaker costs. These expenses are shown in Table 5 – Land Sales as a deduction prior to net land sales proceeds. The expenses in this category (FY 13/14 through Post-FORA) are planning numbers and are not based on identified costs.

III. FY 2013/2014 THROUGH POST-FORA CAPITAL IMPROVEMENT PROGRAM

Background Information/Summary Tables

Table 1 graphically depicts fiscal offsets of completed projects that have reduced BRP obligations. Since 1995, FORA has advanced approximately \$75M in capital projects and BRP obligations. These projects have been predominantly funded by EDA grants, loan proceeds and developer fees. Developer fees are the primary funding source for FORA to continue meeting its mitigation obligations under the BRP. Table 1 includes fiscal offsets inclusive of not only completed projects, but also funded projects to-be-completed during the course of the next fiscal year. As previously noted, work concluded in conjunction with TAMC and AMBAG has resulted in modification of transportation obligations for consistency with current transportation planning at the regional level.

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

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

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

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

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

OBLIGATORY PROJECT OFFSETS AND REMAINING OBLIGATIONS

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

TRANSPORTATION NETWORK AND TRANSIT ELEMENTS

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

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

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

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

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

	2005-13 (1)	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post FORA	2013-14 to Post FORA Total
A. CIP PROJECTS FUNDED BY CFD DEVELOPMENT FEES										
Dedicated Revenues										
Development Fees	22,616,336	11,090,443	10,061,000	11,932,000	14,683,000	17,004,000	16,924,000	12,837,000	101,197,000	195,728,443
Other Revenues										
Property Taxes (2)	5,796,078	-	117,413	466,598	1,324,929	2,346,416	3,235,260	3,917,529	4,352,202	15,760,348
Loan Proceeds (3)	7,926,754									-
Federal Grants (4)	6,426,754		1,000,000							1,000,000
CSU Mitigation fees	2,326,795									-
Miscellaneous Revenues (Rev Bonds, CFD credit) (11)	2,762,724									-
TOTAL REVENUES	47,855,441	11,090,443	11,178,413	12,398,598	16,007,929	19,350,416	20,159,260	16,754,529	105,549,202	212,488,791
Expenditures										
Projects										
Transportation/Transit	32,231,619	1,189,754	23,782,691	10,182,344	13,945,325	13,158,820	16,511,812	12,859,449	24,556,494	116,186,689
Water Augmentation (5) CEQA Mitigation	561,780					2,000,000	1,600,000	1,600,000	18,252,781	23,452,781
Voluntary Contribution	-								21,655,302	21,655,302
Storm Drainage System [Completed by 2005] (6)	[Table 1]									-
Habitat Management (7)	5,654,084	2,772,611	2,515,250	2,983,000	3,670,750	4,251,000	4,231,000	3,209,250	9,804,558	33,437,419
Fire Rolling Stock	1,044,000	116,000								116,000
Property Management/Caretaker Costs (8)	20,000									-
Total Projects	39,511,482	4,078,365	26,297,941	13,165,344	17,616,075	19,409,820	22,342,812	17,668,699	74,269,135	194,848,191
Other Costs & Contingency (9)										
Additional CIP Costs	3,310,610	-	-	-	-	-	-	-	16,905,000	16,905,000
Habitat Mgt. Contingency	755,920	86,250	-	-	-	-	-	-	19,075,191	19,161,441
Add. Util. & Storm Drainage	-	-	-	-	-	-	-	-	3,500,000	3,500,000
Other Costs (Debt Service) (14)	1,679,296	8,200,004	-	-	-	-	-	-	1,234,176	9,434,180
Total Other Costs & Contingency	5,745,826	8,286,254	-	-	-	-	-	-	40,714,367	49,000,621
TOTAL EXPENDITURES	45,257,309	12,364,619	26,297,941	13,165,344	17,616,075	19,409,820	22,342,812	17,668,699	114,983,502	243,848,812
Net Annual Revenue		<u>(1,274,176)</u>	<u>(15,119,528)</u>	<u>(766,746)</u>	<u>(1,608,146)</u>	<u>(59,404)</u>	<u>(2,183,552)</u>	<u>(914,170)</u>	<u>(9,434,300)</u>	
Beginning Balance		2,598,132	1,323,956	(13,795,572)	(14,562,318)	(16,170,464)	(16,229,867)	(18,413,419)	(19,327,589)	
Ending Balance CFD & Other	2,598,132	1,323,956	(13,795,572)	(14,562,318)	(16,170,464)	(16,229,867)	(18,413,419)	(19,327,589)	(28,761,889)	(28,761,889)
B. CIP PROJECTS FUNDED BY LAND SALE REVENUES										
Dedicated Revenues										
Land Sales (10)	14,710,690	2,750,300	31,954,894	2,775,426	2,160,221	486,235	1,100,060	1,100,110	14,636,125	56,963,373
Land Sales - Credits (11)	6,767,300			6,750,000	-	-	12,659,700	-	-	19,409,700
Other Revenues (12)	1,425,000									-
Loan Proceeds (3)	7,500,000									-
Total Revenues	30,402,990	2,750,300	31,954,894	9,525,426	2,160,221	486,235	13,759,760	1,100,110	14,636,125	76,373,073
Expenditures										
Projects (13)										
Building Removal	28,767,300	-	4,000,000	8,950,000			12,659,700	-	-	25,609,700
Other Costs (Debt Service) (14)	-	-	18,200,000	-	-	-	-	-	-	18,200,000
TOTAL PROJECTS	28,767,300	-	22,200,000	8,950,000	-	-	12,659,700	-	-	43,809,700
Net Annual Revenue	1,635,690	2,750,300	9,754,894	575,426	2,160,221	486,235	1,100,060	1,100,110	14,636,125	32,563,373
Beginning Balance	-	1,635,690	4,385,990	14,140,884	14,716,310	16,876,532	17,362,767	18,462,828	19,562,938	1,635,690
Ending Balance Land Sales & Other	1,635,690	4,385,990	14,140,884	14,716,310	16,876,532	17,362,767	18,462,828	19,562,938	34,199,063	34,199,063
TOTAL ENDING BALANCE-ALL PROJECTS		5,709,946	345,312	153,992	706,068	1,132,900	49,408	235,349	5,437,174	5,437,174

Table 3 CIP Summary Table Footnotes

- (1) This column summarizes CIP revenues and expenses from July 2005 through June 2013. These totals are not included in the 2013-14 to Post FORA totals.
- (2) "Property Taxes (former Tax Increment)" revenue has been designated for operations and as a back-up to FORA CIP projects; to date, approximately \$5.8M was spent on ET/ESCA change orders and CIP road projects.
- (3) "Loan Proceeds": In FY 05-06 FORA obtained a line of credit ("LOC") to ensure CIP obligations be met despite cash flow fluctuations. The LOC draw-downs were used to pay road design, construction and building removal costs and were partially repaid by available CIP funding sources. In FY 09-10 FORA repaid the remaining \$9M LOC debt (\$1.5M in transportation and \$7.5M in building removal) through a loan secured by FORA's share of Preston Park. The loan also provided \$6.4M matching funds to US Department of Commerce EDA/American Recovery and Reinvestment Act ("ARRA") grant funds.
- (4) "Federal grants": In FY 2010 FORA received ARRA funding to finance construction of General Jim Moore Boulevard ("GJMB") and Eucalyptus Road. FORA obtained a loan against its 50% share in Preston Park revenues to provide required match to the ARRA grant (see #3 "Loan Proceeds").
- (5) "Water Augmentation" is FORA's financial obligation for the approved water augmentation project. The original CEQA obligation (\$23,452,781) is included in the total. The FORA Board approved an additional contribution (\$21,655,302) to keep MCWD capacity charges in check. Please refer to Section II b) Water Augmentation.
- (6) FORA's "Storm Water Drainage System" mitigation has been retired. Through agreement with the California Department of Parks and Recreation, FORA is obligated to remove storm water disposal facilities west of Highway 1 following replacement of the outfall storm drains with on-site storm water disposal. Funding for this work is shown under Other Costs & Contingencies.
- (7) "Habitat Management" amounts are estimates. Habitat management endowment final amount is subject to approval by USFWS and CDFW. Please refer to Section II d) Habitat Management Requirements.
- (8) "Property Management/Caretaker Costs" amounts are deducted from net land sales revenue. As a result of EPS's CIP Review – Phase II Study analysis, FORA has agreed to reimburse its five member jurisdictions up to \$660,000 in annual funding for these expenses, provided sufficient land sales/lease revenue is available and jurisdictions are able to demonstrate property management/caretaker costs. Please refer to Section II h) Property Maintenance and Caretaker Costs.
- (9) "Other Costs & Contingencies" are subject to cash flow and demonstrated need. Primarily, this item is not funded until distant "out-years" of the program.
"Additional Transportation Costs" are potential and unknown additional basewide expenditures not included in current cost estimates for transportation projects (e.g. contract change orders to the ESCA, street landscaping, unknown site conditions, project changes, habitat/environmental mitigation, etc.)
"Habitat Management Contingency" provides interim funding for the University of California Fort Ord Natural Reserve until adoption of the HCP and as a result of CIP Review policy decisions, includes sufficient funding for Habitat Conservation Plan endowments should a lower endowment payout rate be required by Regulatory Agencies.
"Additional Utility and Storm Drainage Costs" provides for restoration of storm drainage sites in State Parks land and relocation of utilities.
- (10) "Land Sales" revenue projections were evaluated by EPS as a component of their CIP Review – Phase II Study. The same approach of determining a residual land value factor based on past FORA or Land Use Jurisdictions' land sales transactions (resulting in \$180,000 per acre) was used. The factor was then applied to non-transacted remaining development acres. The land sales revenue projections shown are net revenue after deducting identified costs, which include \$660,000 annually in property management/caretaker costs (obligation reduced as land is reused) and \$250,000 annually in other obligations (Initiatives, Petitions, Etc.).

- (11) "CFD/Land Sales – Credit" is credit due specific developers who perform roadway improvements/building removal by agreement with FORA. The value of the work is subtracted from the developer's CFD fee/land sale proceeds due FORA. Regarding CFD fees, FORA entered into agreement with East Garrison Partners for a total credit of \$2,075,621. Regarding land sale proceeds, FORA entered into two such agreements with Marina Community Partners (\$24M) and East Garrison Partners (\$2.1M) for a total land sale credit of \$26,177,000.
- (12) "Other Revenues" applied against building removal include Abrams B loan repayment of \$1,425,000.
- (13) "Projects" total include building removal at 1) Dunes on Monterey Bay (\$46M), 2) Imjin Office (\$400K), 3) East Garrison (\$2.177M), and remaining to be completed 4) Stockade (\$2.2M), and 5) Surplus II (\$4M).
- (14) " Other Costs (Debt Service)" payment of borrowed funds, principal and interest (see #3 "Loan Proceeds"). The \$7.6M repayment of remaining principal by FORA Development Fees/CFD special taxes, anticipated in FY 13-14, will be retained in the FORA Reserve fund. On May 10, 2013, the FORA Board approved a 23.6% reduction in the Basewide FORA Development Fee Schedule and FORA CFD special tax as a result of EPS's CIP Review - Phase II Study. The study showed that FORA operations costs through 2020 will be offset by the \$7.6M loan repayment from FORA Development Fees/CFD special taxes. The actual Preston Park loan will be paid off upon Preston Park disposition.

Community Facilities District Revenue

	Jurisdiction	2013-14 to Post FORA Total	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<u>New Residential</u>										
Marina Heights (3)	1050 MAR	\$ 28,539,000	\$ 1,794,000	\$ 3,085,000	\$ 1,468,000	\$ 1,454,000	\$ 1,454,000	\$ 1,454,000	\$ 1,454,000	\$ 16,376,000
The Promontory (1)	175 MAR	238,000	-	238,000	-	-	-	-	-	-
Dunes on Monterey Bay (3)	1237 MAR	30,686,000	-	448,000	598,000	2,093,000	3,588,000	4,077,000	2,745,000	17,137,000
TAMC TOD (1)	25 MAR	680,000	-	-	680,000	-	-	-	-	-
CSUMB North Campus Housing (1)	0 CSU/MAR	669,000	-	102,000	102,000	102,000	29,000	-	-	334,000
UC 8th Street (1)	240 UC/MCO	6,525,000	-	-	-	544,000	544,000	544,000	544,000	4,349,000
East Garrison I (3)	1470 MCO	36,991,000	5,599,000	3,194,000	2,446,000	2,786,000	2,650,000	2,310,000	2,310,000	15,696,000
Monterey Horse Park (1)	400 MCO	10,872,000	-	-	-	-	2,718,000	2,718,000	-	5,436,000
Monterey Horse Park (1)	515 SEA	13,999,000	-	-	-	680,000	1,359,000	1,359,000	2,039,000	8,562,000
UC East Campus - SF (1)	0 UC/MCO	0	-	-	-	-	-	-	-	-
UC East Campus - MF (1)	0 UC/MCO	0	-	-	-	-	-	-	-	-
Seaside Highlands (4)	152 SEA	0	-	-	-	-	-	-	-	-
Seaside Resort Housing (3)	125 SEA	3,288,000	27,000	27,000	27,000	41,000	82,000	747,000	747,000	1,590,000
Seaside Housing (Eastside) (1)	0 SEA	0	-	-	-	-	-	-	-	-
Seaside Affordable Housing Obligation (1)	72 SEA	1,956,000	-	-	-	-	-	-	978,000	978,000
Workforce Housing (Army to Build) (1)	0 SEA	0	-	-	-	-	-	-	-	-
Market Rate Housing (Army to Build) (1)	0 SEA	0	-	-	-	-	-	-	-	-
Workforce Housing (Seaside) (1)	0 SEA	0	-	-	-	-	-	-	-	-
Del Rey Oaks (1)	691 DRO	18,782,000	-	1,767,000	3,900,000	3,724,000	-	-	-	9,391,000
Other Residential	8 Various	217,000	-	-	-	-	-	-	-	217,000
	6160	0								
<u>Existing/Replacement Residential</u>										
Preston Park (4)	352 MAR	3,265,443	\$ 3,265,443	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cypress Knolls (1)	400 MAR	10,872,000	-	-	-	1,359,000	1,359,000	1,359,000	1,359,000	5,436,000
Patton Park (3)	MAR	0	-	-	-	-	-	-	-	-
Abrams B (4)	MAR	0	-	-	-	-	-	-	-	-
Shelter Outreach Plus (4) & (1)	MAR	0	-	-	-	-	-	-	-	-
Sunbay (4)	SEA	0	-	-	-	-	-	-	-	-
Stillwell Kidney - WFH (Army to Build) (1)	SEA	0	-	-	-	-	-	-	-	-
<u>Office</u>										
Del Rey Oaks Office (1)	DRO	47,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 23,000
Monterey City Office (1)	MRY	0	-	-	-	-	-	-	-	-
Monterey County Office	MCO	0	-	-	-	-	-	-	-	-
Horse Park (1)	MCO	24,000	-	-	6,000	6,000	-	-	-	12,000
Landfill Commercial Development (1)	MCO	0	-	-	-	-	-	-	-	-
Intergarrison Rd Office Park (1)	MCO	0	-	-	-	-	-	-	-	-
East Garrison I Office Development (3)	MCO	7,000	1,000	1,000	1,000	1,000	-	-	-	3,000
MST Bus Maint & Opns Facility (1)	MCO	0	-	-	-	-	-	-	-	-
Imjin Office Park (3)	MAR	2,000	2,000	-	-	-	-	-	-	-
Dunes on Monterey Bay (3)	MAR	35,000	35,000	-	-	-	-	-	-	-
Cypress Knolls Community Center (1)	MAR	4,000	-	-	-	2,000	-	-	-	2,000
Interim Inc. - Rockrose Gardens (3)	MAR	3,000	3,000	-	-	-	-	-	-	-
TAMC TOD (office/public facilities) (1)	MAR	9,000	-	-	2,000	2,000	-	-	-	5,000
Main Gate Conference (1)	SEA	6,000	-	-	-	-	-	3,000	-	3,000
Seaside Office (Monterey Blues) (1)	SEA	0	-	-	-	-	-	-	-	-
Chartwell School (1)	SEA	0	-	-	-	-	-	-	-	-
Monterey Peninsula Trade & Conf Cntr (1)	SEA	58,000	-	-	-	-	-	-	29,000	29,000
Seaside Resort Golf Buildings (3)	SEA	0	-	-	-	-	-	-	-	-
UC East Campus (1)	UC/MCO	0	-	-	-	-	-	-	-	-
UC Central South Campus (1)	UC/MAR	24,000	-	-	-	-	12,000	-	-	12,000
UC Central North & West Campuses (1)	UC/MAR	67,000	-	-	5,000	5,000	5,000	5,000	5,000	42,000
<u>Industrial</u>										
Airport Economic Development Area (1)	MAR	48,000	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 30,000.00
Industrial - City Corp. Yard (1)	MAR	0	-	-	-	-	-	-	-	-
TAMC TOD (1)	MAR	8,000	\$ -	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00
Dunes on Monterey Bay (3)	MAR	57,000	-	4,000	8,000	8,000	4,000	4,000	-	29,000

TABLE 4

Community Facilities District Revenue

	Jurisdiction	2013-14 to								
		Post FORA Total	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
Industrial - City Corp. Yard (1)	MRY	52,000	-	-	26,000	-	-	-	-	26,000
Industrial - Public/Private (1)	MRY	179,000	-	12,000	26,000	26,000	26,000	-	-	89,000
Monterey County Light Ind. (1)	MCO	0	-	-	-	-	-	-	-	-
Horse Park (1)	MCO	28,000	-	-	-	5,000	5,000	4,000	-	14,000
Landfill Industrial Park (1)	MCO	0	-	-	-	-	-	-	-	-
MST Bus Maint & Opns Facility (1)	MCO	0	-	-	-	-	-	-	-	-
Seaside Corp Yard Shop (1)	SEA	6,000	-	-	-	-	3,000	-	-	3,000
UC Central N. & W. Campuses (1)	UC/MAR	28,000	-	-	2,000	2,000	2,000	2,000	2,000	18,000
Retail		0								
Del Rey Oaks Retail (1)	DRO	134,000	\$ -	\$ 67,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,000
UC Central N. & W. Campuses (1)	UC/MAR	589,000	-	-	42,000	42,000	42,000	42,000	42,000	379,000
UC East Campus (1)	UC/MCO	351,000	-	-	-	88,000	-	-	-	263,000
UC Eight Street (1)	UC/MCO	1,889,000	-	-	135,000	135,000	135,000	135,000	135,000	1,214,000
Monterey County Retail	MCO	0	-	-	-	-	-	-	-	-
Landfill Commercial development (1)	MCO	0	-	-	-	-	-	-	-	-
East Garrison I Retail (1)	MCO	269,000	-	-	-	67,000	67,000	-	-	135,000
Ord Market (4)	MCO	0	-	-	-	-	-	-	-	-
Horse Park (1)	MCO	2,833,000	-	-	-	337,000	337,000	742,000	-	1,417,000
Main Gate Spa (1)	SEA	162,000	-	-	-	-	-	-	81,000	81,000
Main Gate Large Format Retail (1)	SEA	590,000	-	-	-	-	295,000	-	-	295,000
Main Gate In-Line Shops (1)	SEA	1,964,000	-	-	-	-	982,000	-	-	982,000
Main Gate Department Store Anchor (1)	SEA	810,000	-	-	-	-	405,000	-	-	405,000
Main Gate Restaurants (1)	SEA	412,000	-	-	-	-	206,000	-	-	206,000
Main Gate Hotel Restaurant (1)	SEA	54,000	-	-	-	-	-	27,000	-	27,000
Seaside Resort Golf Clubhouse (1)	SEA	110,000	-	-	55,000	-	-	-	-	55,000
Dunes on Monterey Bay (3)	MAR	1,349,000	364,000	337,000	155,000	-	-	-	-	493,000
TAMC TOD (1)	MAR	505,000	-	-	126,000	126,000	-	-	-	253,000
Hotel (rooms) (5)										
Del Rey Oaks Hotel (1) (454 rm)	454 DRO	2,753,000	\$ -	\$ 315,000	\$ 758,000	\$ 303,000	\$ -	\$ -	\$ -	\$ 1,377,000
Del Rey Oaks Timeshare (1) (96 rm)	96 DRO	583,000	-	146,000	146,000	-	-	-	-	291,000
Horse Park (Parker Flat) Hotel (1) (200 rm)	200 MCO	2,427,000	-	-	-	607,000	607,000	-	-	1,213,000
Dunes - Limited Service (3) (100 rm)	100 MAR	606,000	-	303,000	-	-	-	-	-	303,000
Dunes - Full Service (3) (400 rm)	400 MAR	2,426,000	-	-	1,213,000	-	-	-	-	1,213,000
Seaside Golf Course Hotel (3) (330 rm)	330 SEA	1,668,000	-	-	-	121,000	85,000	631,000	-	831,000
Seaside Golf Course Timeshares (3) (170 rm)	170 SEA	1,031,000	-	-	-	-	-	-	364,000	667,000
Main Gate Hotel (1) (250 rm)	250 SEA	1,516,000	-	-	-	-	-	758,000	-	758,000
UC East Campus (1) (250 rm)	250 UC/MCO	1,516,000	-	-	-	-	-	-	-	1,516,000
UC Central N. & W. Campuses (1) (150 rm)	150 UC/MAR	910,000	-	-	-	-	-	-	-	910,000
	2400									
Total*		\$ 195,728,443	\$ 11,090,443	\$ 10,061,000	\$ 11,932,000	\$ 14,683,000	\$ 17,004,000	\$ 16,924,000	\$ 12,837,000	\$ 101,197,000

*Dollar amounts for FY 13-14 reflect actual jurisdiction forecast submittals. Based on historical experience, forecasts for 2014/15 thru 2019/20 have been reduced by 50%, remaining 50% has been put in "Post FORA" column.

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

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

Land Sale Revenue

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

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

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

TABLE 5

Appendix A

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

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

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

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

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

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

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

This protocol also describes the method by which the basewide 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..."¹

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

Additionally, the Notice calls for "... (2) percentage change since the immediately preceding fiscal year in the (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 2014. If the anticipated Fee adjustment is unknown at the time of the formulaic calculation then the level of certainty about the appropriateness of the Fee is impaired. This factor supports that the Fee should be established in January.

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

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

¹ The pertinent paragraph reads as follows:

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

Appendix B

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

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

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

Appendix B

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

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

Appendix B

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

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

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

Appendix C

Building Removal Program to Date

FORA Pilot Deconstruction Project ("PDP") 1996

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

Lessons learned from the FORA PDP project:

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

FORA Survey for Hidden Asbestos 1997

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

The survey for hidden asbestos showed:

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

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

FORA Hierarchy of Building Reuse 1998

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

1. *Reuse of buildings in place*
2. *Relocation of buildings*
3. *Deconstruction and salvage of building materials*
4. *Deconstruction with aggressive recycling of building materials*

FORA Request for Qualifications ("RFQ") for Building Deconstruction Contractors 1998

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

FORA Lead-Based Paint Remediation Demonstration Project 1999

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

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

FORA Waste Characterization Protocol 2001

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

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

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

FORA Building Removal for 12th Street/Imjin Parkway 2002

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

FORA Building Removal for 2nd Avenue Widening 2003

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

FORA/CSUMB oversight Private Material Recovery Facility Project 2004

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

Dunes WWII Building Removal 2005

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

East Garrison Building Removal 2006 thru 2007

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

Imjin Office Park Building Removal 2007

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

FORA Removal of Building 4470 in Seaside 2011

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

FORA/CSUMB Korean War Concrete Building Removal Business Plan Grant Application 2011

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

Continuing FORA support for CSUMB Building Removal Projects

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

- 2003 removal of 22 campus buildings
- 2006 removal of 87 campus buildings
- 2007 removal of 9 campus buildings
- 2009 removal of 8 campus buildings
- 2010 removal of 33 campus buildings
- 2011 removal of 78 campus buildings
- 2013 removal of 24 campus buildings