FORT ORD REUSE AUTHORITY

Capital Improvement Program
Fiscal Year 2016/17 through 2021/22

FORA Board Adopted July 8, 2016

TABLE OF CONTENTS

APPENDICES

I. INTRODUCTION

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 CIP is re-visited annually by the FORA Board to assure that projects are implemented on a timely basis.

This FY 2016/17 – "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 Tables 6 and 7 of this document.

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 are currently being addressed in the Board's FORA Transition Task Force and, under State law, will require significant coordination with the Local Agency Formation Commission.

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 jurisdictional 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 defines how FORA and its member agencies review reuse timing to accurately forecast revenue. A March 8, 2010 revision incorporated additional protocols by which projects could be prioritized or placed in time and an amplification and refinement are being implemented in the current year. Once approved by the FORA Board, this CIP sets project priorities. The June 10, 2016 Appendix A revision describes the method by which the "Fort Ord Reuse Authority's base-wide Community Facilities District (CFD), Notice of Special Tax Lien" is annually indexed.

During last year's CIP reprogramming, the Finance Committee reviewed the FY 2015/16 CIP budget as a component of the overall FORA mid-year and preliminary budgets. They expressed their concern for a higher degree of accuracy and predictability in FORA's revenue forecasts. Board members concurred and recommended that staff, working with the Administrative and CIP Committees, hone and improve CIP development forecasts and resulting revenue projections. This approach has continued into the 2016/17 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 to moving housing projects forward 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 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. The two-year review of the fees mandated by the Board approved formula is currently ongoing with results expected to be presented to the FORA Board in September 2016.

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. Transportation/Transit costs are being updated by agreement with TAMC and the consultant report will be presented to the FORA Board in September 2016.

2) CIP Revenues

The primary CIP revenue sources are CFD special taxes (aka 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 ERN CCI, with an annual cap of 5%. Development fees were established under FORA policy to govern fair share contributions to the 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 Final Environmental Impact Report (FEIR). These include Transportation/Transit projects, Habitat Management obligations, and Water Augmentation. Property tax revenues primarily cover FORA operations, but in some years there are remaining funds to apply toward CIP projects. Land sale proceeds are designated to cover Building Removal program costs 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. Capital project obligations are balanced against forecasted revenues on Table 3.

3) Projects Accomplished to Date

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

a) $77M 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, property tax payments (formerly tax increment), and a FORA bond issue.

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) In addition to $82M in munitions and explosives of concern cleanup on 3.3K acres of form Fort Ord, funded by a U.S. Army grant, $31.3M in building removal at the Dunes on Monterey Bay, East Garrison, Imjin Parkway and Imjin Office Park site. Dunes $29M [$7M land sales credit], East Garrison $2.2M land sales credit, Seaside $100K = $31.3M FORA financed building removal to date. Remaining FORA building removal obligation is $7.5M = $2.2M Marina stockade and $5.3M Seaside Surplus II. (See Section II f for additional background.)

d) $11M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, and Water Augmentation obligations.

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 (Cities of Marina, Seaside and 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 will be enumerated in Tables 1 and 3.

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*.

General Jim Moore Boulevard is in place, regulators and ESCA are finalizing the Land Use Controls to make this section of the road ready for development.

II. OBLIGATORY PROGRAM OF PROJECTS

As noted in the Introduction, there are four key programs in the Capital Improvement Program (CIP): **Transportation/Transit**, **Water Augmentation**, **Habitat Management Requirements**, and **Building Removal Program**. CFD/development Fee revenues fund the Transportation/Transit, Water Augmentation and the Habitat Management Requirements programs. Of the CFD revenues, 30.2% is set aside for funding the Habitat Conservation Plan (HCP) program first, with the remaining revenue divided between the Transportation/Transit and Water Augmentation programs. 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 US Army. 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 FORA Board adopted the BRP and the accompanying FEIR, the transportation and transit obligations as defined by the 1997 TAMC Study were also adopted as mitigations to traffic impacts resulting from BRP development. The 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 (obligations) as CFD-funded improvements.

In 2004, FORA and TAMC entered into a cooperative agreement to re-evaluate the Regional Transportation Plan (RTP) and related fee allocations. TAMC and FORA 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 enumerated in the "FORA Fee Reallocation Study" dated April 8, 2005; the date corresponds to when the FORA Board 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 were synchronous with the TAMC RTP. Figure 2 shows the transportation obligations which are further defined in Table 1. Table 1 shows the RTP's obligations set by the 2005 study, FORA's share in 2005 dollars, the amount of the obligation met by the close of Fiscal Year 2015/16 in 2016 dollars, and FORA's share of the obligation escalated into 2016 dollars. Figure 2 reflects completed transportation projects, remaining transportation projects with FORA as lead agency, and remaining transportation projects with others as lead agency (described below).

Through its FY 2015/16 operating budget, the FORA Board funded the 2016 FORA Fee Reallocation Study in cooperation with TAMC. In this study, FORA and TAMC are re-evaluating TAMC's RTP and FORA's related fee allocations once again.

This year FORA staff determined the CIP priorities during the 2016/17 budget process using an evidence based approach. The method was a modified Delphi Method in conjunction with a Decision Making Matrix. Staff asked Administrative Committee members to weight priorities through anonymous polling and to reach consensus. Following the weighting process, staff polled of the interested members requesting scoring of each project by criteria set in Appendix A. The process multiplied project scores by assigned weights, resulting in identification of the Transportation/Transit priorities from highest to lowest. The results were presented to the Administrative Committee members. Table 10 shows the resultant list of priorities as set for 2016/17 CIP. The top two priorities previously set by the Board are Eastside Parkway and South Boundary Road. This evidence based decision making approach ranked the remaining Transportation/Transit projects. Since the 2016/17 FORA CIP was the first application of the evidence based decision making tool, staff and Administrative Committee members learned a number of lessons, which may improve effective use of the tool in the future. A few lessons included recognizing the importance of defining the prioritization criteria, developing the appropriate rating scales (1 to 5), and reviewing how project ranking is applied.

Transportation

Improvements within the CIP are of two types: FORA Lead Agency projects or reimbursement projects. FORA has served as lead agency in accomplishing the design, environmental approval and construction activities for capital improvements considered base-wide obligations under the BRP and this CIP. Where FORA is not the lead agency, reimbursement agreements are negotiated and 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 Monterey County and the City of Marina for several FORA CIP transportation improvements. Table 2 identifies those improvements, the current obligations (in 2016 dollars) and shows a five-year plan to complete the obligation. The five-year plan is dependent upon the estimated Cash Flow from CFD collections and Land Sales and the priorities set by the jurisdictions using the evidence based approach.

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 a 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 City of Marina portion of the former Fort Ord. Long-range planning for transit service resulted in an alternative Intergarrison/Reservation/Davis Roads corridor to increase habitat protection and fulfill transit service needs between the Salinas area and Peninsula cities and campuses.

A series of stakeholder meetings were conducted to advance adjustments and refinements to the proposed multi-modal corridor plan-line. Stakeholders included, but were not limited to, TAMC, MST, FORA, City of Marina, Monterey County, California State University Monterey Bay (CSUMB), 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.

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 Imjin Parkway/Reservation Road/Davis Road as the new preferred alternative. TAMC anticipates requesting FORA Board concurrence, adopting the final MMC alignment and preparing a new MOA to supersede the 2010 MOA alignment in the 2016/17 fiscal year. Full build-out of the MMC route is expected to take 20 years.

Figure 1. Transportation Map

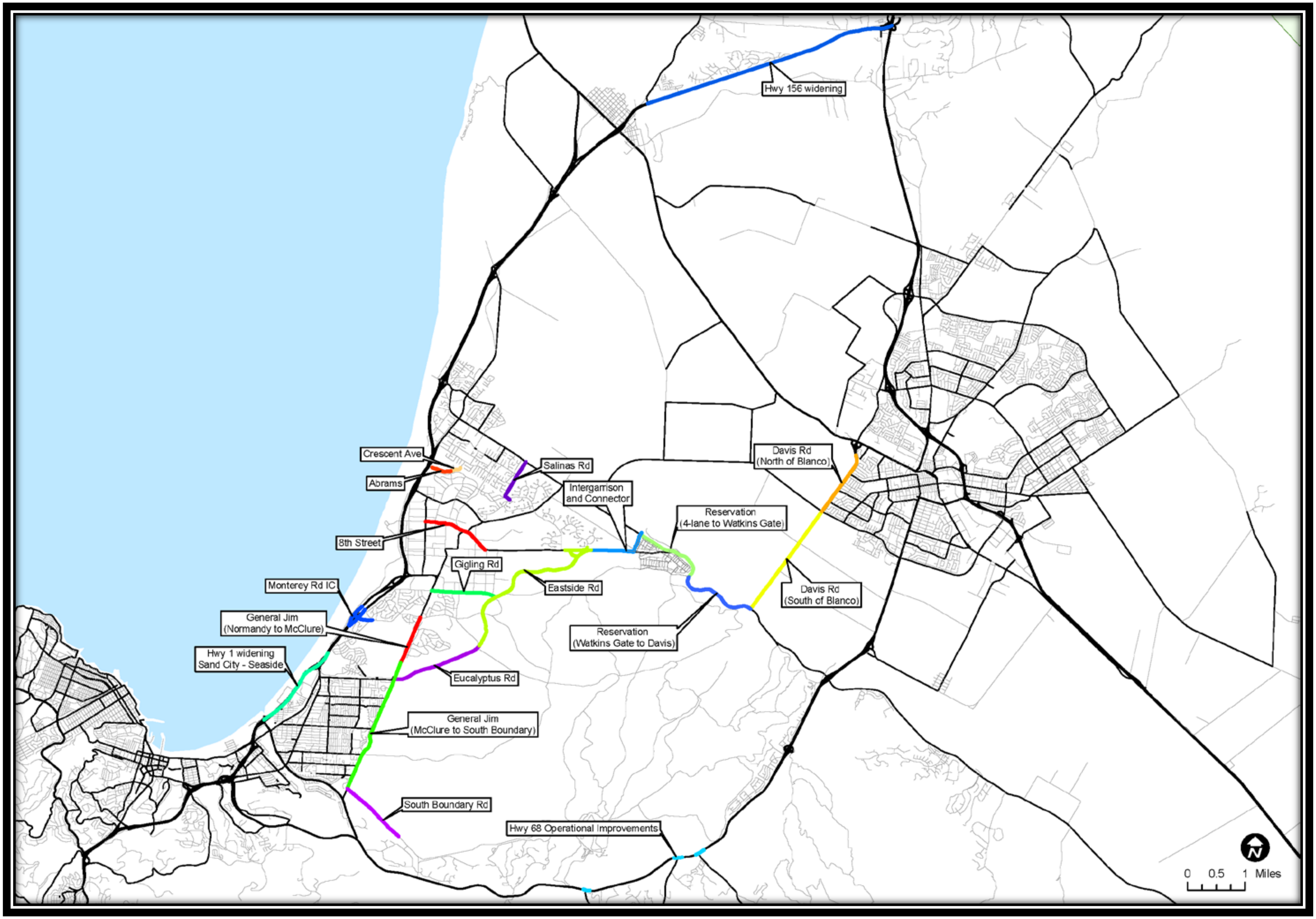
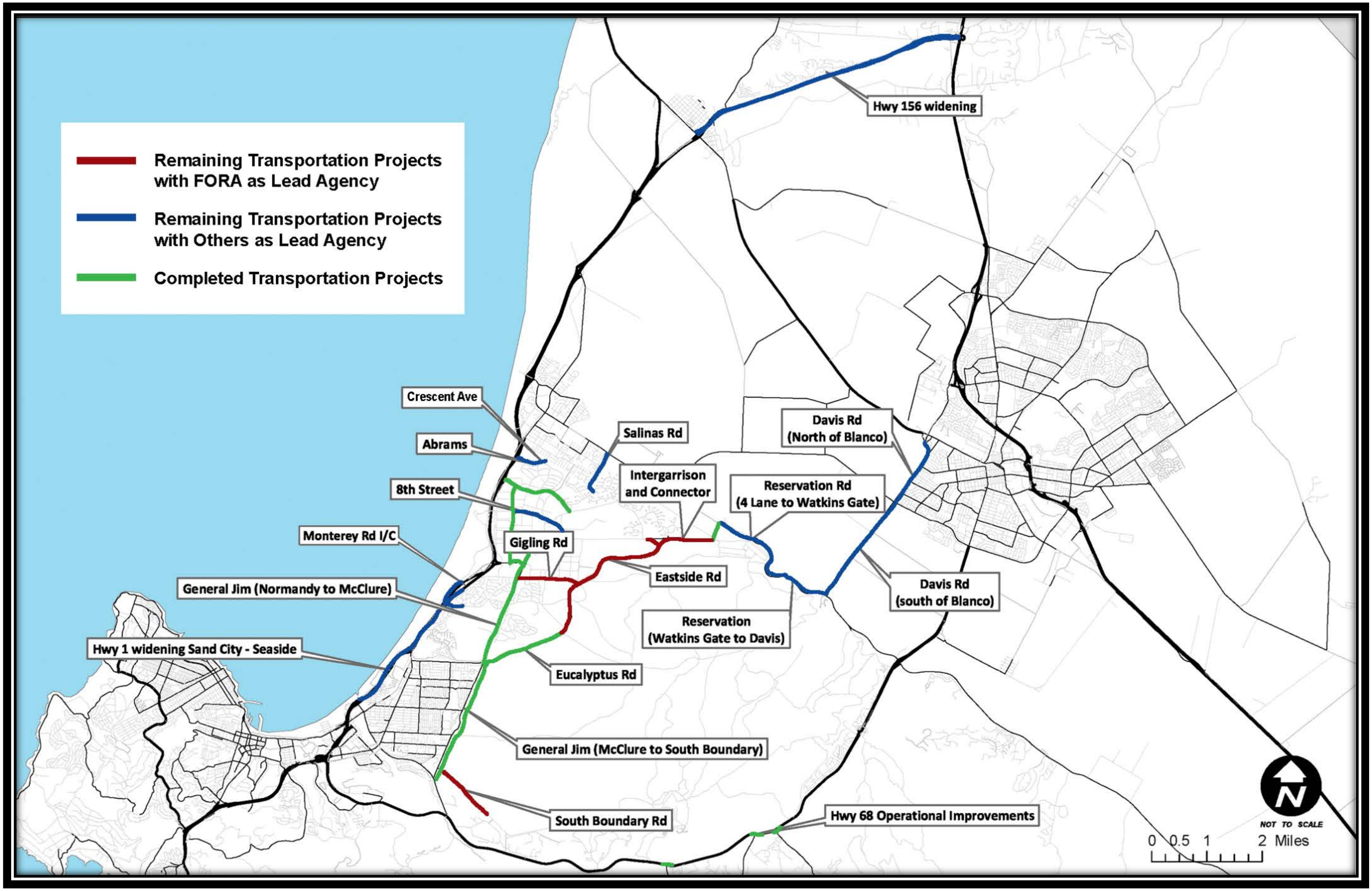


Figure 2. Remaining Transportation Projects



b) Water Augmentation

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

In the 1998 Water Wastewater Facilities Agreement (FA) FORA contracted with Marina Coast Water District (MCWD) to implement water augmentation programs identified by FORA for the Ord Community. Following a comprehensive two-year process evaluating viable options, 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 projects).

In June 2005, MCWD staff and consultants, in coordination with FORA staff and the Administrative Committee, recommended the hybrid project, later superseded by the Regional Water Augmentation Project (RUWAP) to the FORA and MCWD Boards of Directors. The Boards approved the RUWAP for implementation by MCWD per the FA.

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

Several factors required reconsideration of the water augmentation program. Those factors included 1) Increased augmentation program & project costs (identified as 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 2008-2012. 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 Saltwater 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 prior Board-approved RUWAP. MCWD as provider under the FA still holds the contractual obligation to continue the implementation of the CEQA approved ‘hybrid’ project. The former recycled portion of the RUWAP has been revived and a three party agreement between FORA, MRWPCA and MCWD approved to carry it out. The remaining task is to identify other water augmentation alternatives to complement the recycled water project. Among the alternatives are groundwater replacement, desalinization, conservation and intensified recycled programs.

RUWAP Recycled

In 2014 Monterey Regional Water Pollution Control Agency (MRWPCA) presented a solution to the ‘Recycled’ portion of the RUWAP. Known as the Pure Water Monterey (PWM) project, MRWPCA would use water collected at the MCWD 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 a possible source of recycled water, and recommended the project to the California Public Utilities Commission in March 2016. In April 2016 MCWD and MRWPCA 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’). FORA is currently in negotiations with MCWD to contribute to the identified facilities in a manner enabling decreased cost of the ‘Pipeline’ and creating a benefits for the Fort Ord community as well as the greater region.

RUWAP Other

A solution for the ‘other’ portion of the RUWAP came in 2015 when MCWD’s Budget/Compensation Plan was approved along with a MOA wherein FORA and MCWD agreed to enter into a Three-Party Planning effort with MRWPCA to identify what the ‘other’ portion of the project will be. This solution allows the three agencies to determine what Alternatives are available in place of the Large Desalinization Plant identified in the previous Regional Plan, while ensuring that rate increases are applied appropriately to the CIPs. A Memorandum of Understanding (MOU) has been negotiated between the three parties enabling a study of alternatives and their possible combinations such as Conservation methods, ground water recharge, increased AWT, urban storm-water capture, small scale desalinization, and others. The study is planned for 2016/17 with the identification of a water augmentation program provided to the FORA Board for approval and MCWD for implementation by 2017/18.

MCWD putting in water lines in East Garrison Phase 2, summer 2015.

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 this obligation having been met. Background information can be found in previous CIP documents online at www.fora.org.

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 (CSU) and the University of California (UC) with respect to implementation of the HMP. To allow FORA and its member agencies to implement the HMP and BRP in compliance with 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 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 HCP Joint Powers Authority's Cooperative (Cooperative). The Cooperative will consist of the following members: FORA, County of Monterey, City of Marina, City of Seaside, City of Del Rey Oaks, City of Monterey, State Parks, UC, CSU Monterey Bay, Monterey Peninsula College (MPC), Monterey Peninsula Regional Park District, Bureau of Land Management and MCWD. The Cooperative will hold the Cooperative endowment, and UC will hold the Fort Ord Natural Reserve (FONR) endowment. The Cooperative will control expenditure of its annual line items. FORA will fund 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 development fee collections 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 totaling $6.3M was developed by an independent consultant retained by FORA.

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 ± $44.9M line item of forecasted requisite expenditures (see Table 3 column '2005-16' amount of $9,803,000 plus column '2016-17 to Post FORA Total' amount of $35,069,084).

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 $21.8M in current dollars as a CIP contingency for additional habitat management costs should the assumed payout rate for the endowment be 1.5% less than the current 4.5% assumption. It is hoped that this contingency 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's annual operating budget has funded the annual costs of HCP preparation, including consultant contracts. HCP preparation is funded through non-CFD/development fee sources such as FORA's share of property taxes.

The current screencheck draft HCP prepared in March 2015 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 $1.9 million in annual costs, estimated in 2016 dollars, approximately 34% is associated with habitat management and restoration, 27% for program administration and reporting, 23% for species monitoring, and 16% 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 previous CIP documents online at www.fora.org.

f) Building Removal Program

As a base-wide obligation, the BRP includes the removal of building stock to make way for reuse, remove environmental hazards, and blight in certain areas of the former Fort Ord. In FY 01/02 the FORA Board established policy regarding building removal obligations. One of FORA's obligations includes City of Seaside Surplus II buildings. The policy fixed 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 reuse; 3) buildings are not programmed for rehabilitation; and, 4) 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 accommodates with available funds. FORA is currently studying the feasibility of indexing the original agreed-upon cost estimate to compensate for delayed implementation of this effort and recover the increase in removal costs during the intervening period.

Per Board direction, building removal is funded by land sales revenue and/or credited against land sale valuation. Two MOAs, described below, were finalized for these purposes:

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 and MCP the responsibility for the actual removal. FORA paid $22M and MCP received FORA land sale credits of $4.6M out of a total $24M in available credits for building removal costs.$26.6M of FORA's $46M building removal obligation was thus completed as agreed by the City of Marina and MCP in 2007. FORA was to fund its remaining $19.4M building removal obligation through land sales credits when the City of Marina transferred its Fort Ord lands to MCP for future phases of the Dunes on Monterey Bay project. The MOA identified the majority of buildings in the project area for building removal; however, the stockade remained and was not part of the property transfer to MCP, therefore the obligation remains.

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 required to comply with the financial terms of the MOA.

FORA's remaining building removal obligations include the former Fort Ord stockade within the City of Marina (± $2.2M) and, as previously discussed, buildings in the City of Seaside's Surplus II area (±$5.4M). 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 B. 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 worked closely with regulatory agencies and local contractors to safely abate hazardous materials, maximize material reuse and recycling, and create an educated work force to take advantage of jobs created on the former Fort Ord. FORA (supported by Seaside and CSUMB) submitted a grant request to the EDA for $320,000 to survey hazardous materials and develop a business plan and cost estimates for removing the Surplus II buildings, which was not awarded so FORA and Seaside moved ahead on their own to complete FORA's building removal obligation.

In late 2015 FORA staff met with Seaside to coordinate the potential application of FORA Building removal obligation funds to Surplus II, although FORA's funds will not be enough to remove 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 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 is to be completed in mid-2016.

Building Removal by FORA opened land for the Dunes on Monterey Bay housing and new Veterans Hospital on 8th Avenue.

In 2016 FORA staff met with the City of Marina to coordinate access to the Marina stockade which currently hosts Las Animas concrete production and operations under a lease from the City of Marina. Marina is taking the lead to negotiate with Las Animas for access to the building for removal. FORA will commission the stockade hazardous material surveys while access is being coordinated. Once the surveys are complete and access has been secured, FORA will begin building removal.

FORA, CSUMB and the jurisdictions continue to leverage their 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 former Fort Ord structures as described in Appendix B.

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 corresponding customer rate 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. Capital improvements for the system(s) are approved on an annual basis by the MCWD and FORA Boards. See Appendix E for the FY 2016/17 Ord Community CIP list.

h) Property Management and Caretaker Costs

During the 2010/2011 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 $16M be excluded from the CIP cost structure and this was used as the original basis for the 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.

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. 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." Caretaker Costs funding designated in the FY 2016/17 CIP is $34,674.

III. FY 2016/17 THROUGH POST-FORA CAPITAL IMPROVEMENT PROGRAM

The following tables depict the Capital Improvement Program: Tables 1 and 2 illustrate the obligatory project offsets and remaining obligations. Table 3 is a summary of the Capital Improvement Program from FY 2016/17 through post-FORA, with footnotes to guide understanding of line item titles. Table 4 itemizes the jurisdictions' projections for new building that will generate Community Facilities District revenue to FORA. Table 5 shared the land sale revenues that are anticipated in association with jurisdiction land sale projections on former Fort Ord lands. Tables 6 and 7 break out the land sales to residential and non-residential by project. Table 8 provides information on estimated development acreage. Table 9 models estimated property tax revenue collections.

This water tender is one of five fire-fighting trucks, paid for over time with developer fees, distributed to local jurisdictions to enhance their firefighting capabilities.

Table 1. Obligatory Project Offsets and Remaining Obligation

Project #	Project Title	Project Limits	TAMC Reallocation Study 2005 TOTAL COST	FORA PORTION	FORA Offsets 2005-2016	FORA Remaining Obligation Indexed*
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	-	22,903,427
R10	Hwy 1-Monterey Rd. Interchange	Construct new interchange at Monterey Road	19,100,000	2,496,648	-	3,741,714
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	-	10,629,001
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	312,205	-
	Subtotal Regional		**$ 270,976,000**	**25,094,722**	**312,205**	**37,274,143**
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	-	759,776
2B	Davis Rd s/o Blanco	Widen to 4 lanes from Blanco to Reservation; Build 4 lane bridge over Salinas River	22,555,000	9,242,411	537,203	12,447,987
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	5,097,496
4E	Widen Reservation, WG to Davis	Widen to 4 lanes from Watkins Gate to Davis Rd	5,500,000	2,216,321	-	3,321,590
8	Crescent Ave extend to Abrams	Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2)	906,948	906,948	-	1,359,239
	Subtotal Off-Site		**$ 42,212,948**	**16,686,554**	**1,013,787**	**22,986,087**
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	-	1,138,362
FO5	8th Street	Upgrade/construct new 2-lane arterial from 2nd Ave to Intergarrison Rd	4,340,000	4,340,000	1,018,890	5,392,321
FO6	Intergarrison	Upgrade to a 4-lane arterial from Eastside Rd to Reservation	4,260,000	4,260,000	1,559,469	4,380,385
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	8,097,846
FO9B (Ph-II)	GJM Blvd-Normandy to McClure	Widen from 2 to 4 lanes from Normandy Rd to McClure			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	24,065,000	24,065,000	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			13,698,746	1,059,490
FO11	Salinas Ave	Construct new 2 lane arterial from Reservation Rd southerly to Abrams Dr	3,038,276	3,038,276	-	4,553,449
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	520,890
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	18,198,908
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	3,302,613
	Subtotal On-Site		**$ 63,036,919**	**63,036,919**	**32,536,786**	**46,644,265**
	Transportation Totals		**$ 376,225,867**	**$ 104,818,195**	**$ 33,862,778**	**$ 106,904,495**
[1] Remaining construction may be phased in future CIP documents based on available funds and habitat/environmental clearance.						
* Construction Cost Index - January to January. Obligation set in 2005 by the TAMC Re-allocation Study. Remaining Obligation indexed at the end of each Fiscal Year (June 30)						
Transit Capital Improvements						
T3	Transit Vehicle Purchase/Replace	15 busses	$ 15,000,000	6,298,254	378,950	9,098,135
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	-	7,086,679
	Transit Totals		**$ 18,800,000**	**$ 11,084,926**	**$ 378,950**	**$ 16,184,814**
	Transportation/Transit Totals		**$395,025,867**	**$ 115,903,121**	**$34,241,728**	**$ 123,089,309**
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					**$ 68,109,327**	

Table 2. Transportation Network and Transit Elements

Lead Agency	Proj#	Description	Obligation	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
	Regional Improvements									
TAMC/Caltrans	R3a	Hwy 1-Del Monte-Fremont-MBL	$ 22,903,427					22,903,427	22,903,427	R3
TAMC/Caltrans	R10	Hwy 1-Monterey Rd. Interchange	3,741,714					3,741,714	3,741,714	R10
TAMC/Caltrans	R11	Hwy 156-Freeway Upgrade	10,629,001			2,000,000	4,000,000	4,629,001	10,629,001	R11
		Subtotal Regional	**$ 37,274,143**	**-**	**-**	**2,000,000**	**4,000,000**	**31,274,143**	**37,274,143**	
	Off-Site Improvements									
	Proj#	Description	Obligation	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
Monterey County	1	Davis Rd north of Blanco	$ 759,775	-	-	-	-	759,775	759,775	1
Monterey County	2B	Davis Rd south of Blanco	12,447,987	75,000	75,000	75,000	1,500,000	10,722,987	12,447,987	2B
Monterey County	4D	Widen Reservation-4 lanes to WG	5,097,495	-	-	-	-	5,097,495	5,097,495	4D
Monterey County	4E	Widen Reservation, WG to Davis	3,321,589	-	-	-	-	3,321,589	3,321,589	4E
City of Marina	8	Crescent Ave extend to Abrams	1,359,239	-	-	-	1,359,239	-	1,359,239	8
		Subtotal Off-Site	**$ 22,986,085**	**75,000**	**75,000**	**75,000**	**2,859,239**	**19,901,846**	**22,986,085**	
	On-Site Improvements									
	Proj#	Description	Obligation	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
City of Marina	FO2	Abrams	$ 1,138,362	-	-	-	1,138,362	-	1,138,362	FO2
City of Marina	FO5	8th Street	5,392,321	-	-	-	2,500,000	2,892,321	5,392,321	FO5
FORA	FO6	Intergarrison	4,380,385	150,000	500,000	2,000,000	1,730,385	-	4,380,385	FO6
FORA	FO7	Gigling	8,097,846	1,150,000	150,000	2,326,921	4,470,925	-	8,097,846	FO7
FORA	FO9C	GJM Blvd	1,059,489	500,000	559,489	-	-	-	1,059,489	FO9C
City of Marina	FO11	Salinas Ave	4,553,449	-	-	-	4,553,449	-	4,553,449	FO11
FORA	FO12	Eucalyptus Road	520,890	50,000	-	470,890		-	520,890	FO12
FORA	FO13B	Eastside Parkway	18,198,908	250,000	1,750,000	4,500,000	10,448,908	1,250,000	18,198,908	FO13B
FORA	FO14	South Boundary Road Upgrade	3,302,612	1,800,000	1,502,612	-	-	-	3,302,612	FO14
		Subtotal On-Site	**$ 46,644,262**	**3,900,000**	**4,462,101**	**9,297,811**	**24,842,029**	**4,142,321**	**46,644,262**	
		Transportation Totals	**$ 106,904,490**	**3,975,000**	**4,537,101**	**11,372,811**	**31,701,268**	**55,318,310**	**106,904,490**	
	Transit Capital Improvements									
	Proj#	Description	Obligation	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
MST	T3	Transit Vehicle	$ 9,098,135	1,000,000		1,000,000	2,500,000	4,598,135	9,098,135	T3
MST	T22	Intermodal Centers	7,086,678	500,000	500,000	1,500,000		4,586,678	7,086,678	T22
		Subtotal Transit	**$ 16,184,813**	**1,500,000**	**500,000**	**2,500,000**	**2,500,000**	**9,184,813**	**16,184,813**	
		Transportation and Transit GRAND TOTALS	**$ 123,089,303**	**$ 5,475,000**	**$ 5,037,101**	**$ 13,872,811**	**$ 34,201,268**	**$ 64,503,123**	**$ 123,089,303**	

Table 3. Summary of Capital Improvement Program

	2005-16	2016-17	2017-18	2018-19	2019-20	Post-FORA	2016-17 to Post-FORA Total
A. CIP PROJECTS FUNDED BY CFD DEVELOPMENT FEES							
Dedicated Revenues							
Development Fees	$ 33,291,262	6,739,869	9,971,892	20,705,227	32,383,933	91,096,426	160,897,347
Other Revenues							
Net Transfer from Property Taxes	7,824,478	422,472	788,835	1,538,504	2,751,053	-	5,500,864
Loan Proceeds - footnote (1)	7,926,754	-	-	-	-	-	-
Federal Grants - footnote (2)	6,426,754	-	-	-	-	-	-
CSU Mitigation fees	2,326,795	-	-	-	-	-	-
Miscellaneous (Rev Bonds, Interest, CFD credit)	3,578,191	25,000	-	-	-	-	25,000
TOTAL REVENUES	**$ 61,374,234**	**7,187,342**	**10,760,726**	**22,243,731**	**35,134,986**	**91,096,426**	**166,423,211**
Expenditures							
Projects							
Transportation/Transit	$ 34,241,728	5,475,000	5,037,101	13,872,811	34,201,268	64,503,123	123,089,303
Water Augmentation [*CEQA Mitigation*]	561,780	1,657,000	1,750,000	2,400,000	2,818,900	15,646,715	24,272,615
Transfer to Habitat Management Reserve - *footnote* (3)	9,803,000	2,035,440	3,011,511	6,252,979	9,779,948	13,989,206	35,069,084
Fire Rolling Stock	1,160,000	-	-	-	-	-	-
Total Projects	**45,766,508**	**9,167,440**	**9,798,612**	**22,525,790**	**46,800,116**	**94,139,044**	**182,431,002**
Other Costs & Contingency - *footnote* (4)							
Additional CIP Costs	3,034,400	821,250	755,565	2,080,922	5,130,190	9,675,468	18,463,395
Habitat Mgt. Contingency	1,021,685	95,000	-	-	-	21,683,537	21,778,537
CIP/FORA Costs	2,223,660	650,000	650,000	650,000	650,000		2,600,000
Property Tax Sharing Costs	-	-	-	-	-	-	-
Prevailing Wage Coordination Costs		250,000	250,000	250,000	250,000	-	1,000,000
Caretaker Costs		34,674	172,472	288,835	500,000	-	995,981
Other Costs (Debt Service) - *footnote* (5)	5,595,830	-	-	-	-	-	-
Total Other Costs & Contingency	**11,875,575**	**1,850,924**	**1,828,038**	**3,269,756**	**6,530,190**	**31,359,005**	**44,837,913**
TOTAL EXPENDITURES	**$ 57,642,083**	**11,018,364**	**11,626,650**	**25,795,546**	**53,330,306**	**125,498,050**	**227,268,916**
Net Annual Revenue		($3,831,023)	(865,923)	(3,551,815)	(18,195,320)	(34,401,623)	(60,845,704)
Beginning Balance	$ 1,432,934	1,432,934	(2,398,089)	(3,264,012)	(6,815,827)	(25,011,147)	1,432,934
Ending Balance CFD & Other	**$ 1,432,934**	**($2,398,089)**	**($3,264,012)**	**($6,815,827)**	**($25,011,147)**	**($59,412,770)**	**($59,412,770)**
B. CIP PROJECTS FUNDED BY LAND SALE REVENUES							
Dedicated Revenues							
Land Sales - *footnote* (6)	$ 49,706,940	480,187	3,325,170	7,301,955	19,631,709	32,648,380	63,387,402
Land Sales - Credits	6,767,300		6,460,000	6,460,000	6,505,408	-	19,425,408
Other Revenues - *footnote* (7)	1,425,000	-	-	-	-	-	-
Loan Proceeds - *footnote* (1)	7,500,000	-	-	-	-	-	-
TOTAL REVENUES	**$ 65,399,240**	**480,187**	**9,785,170**	**13,761,955**	**26,137,117**	**32,648,380**	**82,812,810**
Expenditures							
Projects							
Building Removal	$ 170,000	1,000,000	4,269,844	2,319,844	-	-	7,589,688
Building Removal Credits	28,767,300	-	6,460,000	6,460,000	6,505,408	-	19,425,408
Other Costs (Loan Pay-off, Debt Financing)	17,984,924	-	-	-	-	-	-
TOTAL PROJECTS	**46,752,224**	**1,000,000**	**10,729,844**	**8,779,844**	**6,505,408**	**-**	**27,015,096**
Other Costs & Contingency - *footnote* (8)							
Transfer to FORA Reserve	6,500,000	-	-	-	-	-	-
Building Removal Contingency	5,000,000	1,589,000	-	-	-	-	1,589,000
Total Other Costs & Contingency	**11,500,000**	1,589,000	-	-	-	-	1,589,000
TOTAL EXPENDITURES	**$ 58,252,224**	**2,589,000**	**10,729,844**	**8,779,844**	**6,505,408**	**-**	**28,604,096**
Net Annual Revenue		(2,108,813)	(944,674)	4,982,111	19,631,709	32,648,380	54,208,714
Beginning Balance	6,825,018	6,825,018	4,716,205	3,771,532	8,753,643	28,385,352	6,825,018
Ending Balance Land Sales & Other	**$ 6,825,018**	**4,716,205**	**3,771,532**	**8,753,643**	**28,385,352**	**61,033,732**	**61,033,732**
TOTAL ENDING BALANCE-ALL PROJECTS		**$2,318,117**	**$507,520**	**$1,937,816**	**$3,374,205**	**$1,620,962**	**$1,620,962**

Table 3 Footnotes

(1) "Loan Proceeds" – In FY 05-06 FORA obtained a line of credit (LOC) to ensure CIP obligations could be met in a timely manner, despite cash flow fluctuations. The LOC draw-downs were used to pay road design, construction and building removal invoices and were partially repaid by any available revenues committed to the CIP. 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. FORA sold Preston Park in FY 2015/16, retiring the loan on the property.

(2) "Federal grants" – In FY 2010 FORA received ARRA funding to finance the construction of General Jim Moore Boulevard and Eucalyptus Road. FORA obtained a loan against its 50% share in Preston Park revenues to provide required match to the ARRA grant.

(3) "Transfer to Habitat Management Reserve" – The '2005-2016' column shows $9.8M, which is currently held in an account building to the required Habitat Conservation Plan Endowment.

(4) "Other Costs and Contingencies" – are subject to cash flow and demonstrated need. "Additional CIP Costs" are expenditures for transportation projects (contract change orders to the ESCA, general consulting, additional base wide expenditures, street landscaping, site conditions, project changes, additional habitat/environmental mitigation). 'Habitat Management Contingency' provides interim funding for UC Fort Ord Natural Reserve until adoption of HCP endowment and potential increase to cost. 'CIP/FORA costs' provides for FORA staff, overhead, and direct consulting costs. In FY 2015/16, the FORA Board approved Prevailing Wage and Caretaker Costs to be funded with these property taxes.

(5) "Other Costs (Debt Service)" – payment of borrowed funds, principal and interest (see #1 'Loan Proceeds').

(6) "Land Sales" – The '2005-2016' column includes land sale proceeds from the Preston Park acquisition by the City of Marina in June 2015.

(7) "Other Revenues" – applied against building removal includes Abrams B loan repayment of $1,425,000.

(8) "Other Costs and Contingency" – This includes land sale proceeds to create a $10M Reserve to fund FORA operating liabilities through 2020 and a $5M contingency to complete building removal responsibilities, both approved in the FY 2016/17 annual budget.

Table 4. Community Facilities District Revenue

CFD = Table 8 unit of measure x Fee/Special Tax

Land Use: Location & Description	Land Transfer Type	2016-17	2017-18	2018-19	2019-20	Post-FORA	Totals
New Residential	***Sub-Total***	***$ 6,339,213***	***$ 9,248,628***	***$ 14,523,421***	***$ 19,620,811***	***$ 79,124,262***	***$ 207,980,598***
Marina Heights	MAR	1,797,687	3,406,144	4,257,681	4,399,603	*10,975,354*	35,811,824
The Promontory 2	MAR	-	-	-	-	-	-
Dunes on Monterey Bay	MAR	709,613	2,128,840	2,128,840	2,128,840	*15,989,956*	39,076,046
TAMC Planned	MAR	-	-	2,365,378	2,365,378	-	4,730,756
UC Planned	UC	-	-	-	2,601,916	*3,074,991*	8,751,899
East Garrison I	MCO	3,784,605	3,311,529	2,838,454	2,365,378	*14,925,536*	42,151,037
Seaside Resort Housing	SEA	47,308	47,308	94,615	141,923	*2,507,301*	5,345,754
Seaside Planned	SEA	-	354,807	2,838,454	2,365,378	*17,976,873*	41,512,385
Del Rey Oaks Planned	DRO	-	-	-	3,074,991	*13,269,771*	29,614,534
Other Residential Planned	Various	-	-	-	-	-	-
CSUMB Planned	CSU	-	-	-	177,403	*404,480*	986,363
Existing/Replacement Residential	***Sub-Total***	***$ -***	***$ -***	***$ -***	***$ 2,365,378***	***$ 4,730,756***	***$ 11,826,890***
Cypress Knolls	MAR	-	-	-	2,365,378	*4,730,756*	11,826,890
Seaside Highlands	SEA	-	-	-	-	-	-
						-	-
Office	***Sub-Total***	***$ 19,033***	***$ 113,079***	***$ 69,517***	***$ 103,822***	***$ 272,773***	***$ 850,997***
Del Rey Oaks Planned	DRO	-	81,425	-	-	-	81,425
Monterey Planned	MRY	-	-	-	36,748	*110,127*	257,002
East Garrison I Office Development	MCO	2,850	-	2,036	-	*2,036*	8,957
Imjin Office Park	MAR	-	-	-	-	-	-
Dunes on Monterey Bay	MAR	10,178	10,178	20,356	20,356	*54,962*	170,992
Cypress Knolls Community Center	MAR	-	3,257	-	-	-	3,257
Interim Inc. - Rockrose Gardens	MAR	-	-	-	-	-	-
Marina (Planned)	MAR	6,005	6,005	6,005	6,005	*12,010*	48,041
TAMC Planned	MAR	-	-	4,071	4,071	-	8,142
Seaside Planned	SEA	-	-	20,763	-	*20,356*	61,476
UC Planned	UC	-	12,214	16,285	36,641	*73,282*	211,705
						-	-
Industrial	***Sub-Total***	***$ -***	***$ 9,975***	***$ 12,023***	***$ 51,444***	***$ 32,823***	***$ 139,086***
Monterey Planned	MRY	-	-	-	12,824	*25,698*	64,220
Industrial -- City Corp. Yard	MAR	-	-	-	-	-	-
Dunes on Monterey Bay	MAR	-	5,344	5,344	9,618	-	20,305
Cypress Knolls Support Services	MAR	-	1,069	-	-	-	1,069
Marina Planned	MAR	-	-	-	-	-	-
TAMC Planned	MAR	-	-	3,117	3,117	-	6,234
Seaside Planned	SEA	-	-	-	22,322	-	22,322
UC Planned	UC	-	3,562	3,562	3,562	*7,125*	24,936
						-	-
Retail	***Sub-Total***	***$ 381,623***	***$ 389,255***	***$ 2,524,582***	***$ 4,905,321***	***$ 4,931,741***	***$ 18,064,264***
Del Rey Oaks Planned	DRO	29,356	-	-	-	-	29,356
East Garrison I Retail	MCO	117,422	117,422	-	-	-	234,845
Cypress Knolls Community Center	MAR	-	-	-	-	-	-
Dunes on Monterey Bay	MAR	234,845	176,134	176,134	140,907	-	728,019
TAMC Planned	MAR	-	-	220,167	220,167	-	440,334
Seaside Resort Golf Clubhouse	SEA	-	95,699	-	-	-	95,699
Seaside Planned	SEA	-	-	1,761,336	4,059,880	*3,963,007*	13,747,229
UC Planned	UC	-	-	366,945	484,367	*968,735*	2,788,782
						-	-
Hotel (rooms)	***Sub-Total***	***$ -***	***$ 210,955***	***$ 3,575,684***	***$ 5,337,157***	***$ 2,004,071***	***$ 13,131,937***
Del Rey Oaks Planned	DRO	-	-	-	2,900,629	-	2,900,629
Dunes - Limited Service	MAR	-	-	-	-	-	-
Dunes - Full Service	MAR	-	-	2,109,548	-	-	2,109,548
Seaside Golf Course Hotel	SEA	-	210,955	147,668	1,381,754	-	1,740,377
Seaside Golf Course Timeshares	SEA	-	-	-	-	*896,558*	1,793,116
Seaside Planned	SEA	-	-	1,318,468	1,054,774	*1,107,513*	4,588,267
UC Planned	UC	-	-	-	-	-	-
						-	-
TOTAL		**$ 6,739,869**	**$ 9,971,892**	**$ 20,705,227**	**$ 32,383,933**	**$ 91,096,426**	**$ 160,897,347**

Table 5. Land Sales Revenue

Land sale = Table 8 estimated acreage x $188K per acre, indexed ½% to account for land value increase over time

Land Use Location & Description	Jurisdiction	2016-17	2017-18	2018-19	2019-20	Post-FORA	Forecast Total
Office							
Del Rey Oaks (Planned)	DRO	$ -	$ 5,081,524	$ -	$ -	$ -	$ 5,081,524
Monterey (Planned)	MRY	$ -	$ -	$ -	$ 2,362,659	$ 7,246,676	$ 9,609,335
Cypress Knolls (Planned)	MAR	$ -	$ 203,261	$ -	$ -	$ -	$ 203,261
Marina (Planned)	MAR	$ -	$ 374,762	$ 380,384	$ 386,090	$ 5,144,022	$ 6,285,258
Seaside (Planned)	SEA	$ -	$ -	$ 1,315,226	$ -	$ 1,328,410	$ 2,643,636
						$ -	
Industrial						$ -	
Monterey (Planned)	MRY	$ -	$ -	$ -	$ 824,530	$ 1,689,595	$ 2,514,125
Cypress Knolls (Planned)	MAR	$ -	$ 66,695	$ -	$ -	$ -	$ 66,695
TAMC (Planned)	MAR	$ -	$ -	$ 197,445	$ 200,407	$ -	$ 397,852
Seaside (Planned)	SEA	$ -	$ -	$ -	$ 1,435,141	$ -	$ 1,435,141
						$ -	
Retail						$ -	
Cypress Knolls (Planned)	MAR	$ -	$ -	$ -	$ -	$ -	$ -
TAMC (Planned)	MAR	$ -	$ -	$ 676,954	$ 687,109	$ -	$ 1,364,063
Seaside (Planned)	SEA	$ -	$ -	$ 5,415,635	$ 12,670,283	$ 28,244,481	$ 46,330,399
Ord Shopette	MCO	$ 1,000,000	$ -	$ -	$ -	$ 3,645,529	$ 4,645,529
						$ -	
Hotel (rooms)						$ -	
Del Rey Oaks (Planned)	DRO	$ -	$ -	$ -	$ 2,888,026	$ -	$ 2,888,026
Seaside (Planned)	SEA	$ -	$ -	$ 1,293,339	$ 1,050,191	$ 1,136,030	$ 3,479,560
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)**						
TAMC (Planned)	MAR	$ -	$ -	$ -	$ -	$ -	$ -
Marina	MAR	$ -	$ 1,000,000	$ 3,276,459	$ 3,325,606	$ 6,801,612	$ 14,403,677
Seaside	SEA	$ -	$ 484,206	$ 3,931,751	$ 3,325,606	$ 25,841,063	$ 33,582,625
Del Rey Oaks	DRO	$ -	$ -	$ -	$ 17,000,000	$ -	$ 17,000,000
Various	Various	$ -	$ -			$ -	$ -
CSUMB: Land Sales	CSU	$ -	$ -	$ -	$ -	$ -	$ -
Sub-total - Estimated Land Sales		**$ 1,000,000**	**$ 7,210,448**	**$ 16,487,192**	**$ 46,155,647**	**$ 81,077,418**	**$ 151,930,706**
FORA Share (50% of Total)		$ 500,000	$ 3,605,224	$ 8,243,596	$ 23,077,824	$ 40,538,709	$ 75,965,353
Discounted Cash Flow 4.1% Bond Buyers Index		**$ 480,187**	**$ 3,325,170**	**$ 7,301,955**	**$ 19,631,709**	**$ 32,648,380**	**$ 63,387,402**

Table 6. Development Forecasts Fiscal Year 2016/17 through Post-FORA: Residential

Residential Annual Land Use Construction *(dwelling units)*

Land Use Location & Description	Juris-diction	Land Transfer Type	Built To Date	FORECAST YEAR 2016-17	2017-18	2018-19	2019-20	Post FORA	Forecast + Built
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)								
Marina									
Marina Heights (Entitled)	MAR	EDC		76	144	180	186	464	1,050
The Promontory (Entitled)	MAR	EDC		-	-	-	-	-	-
Dunes (Entitled)	MAR	EDC	261	30	90	90	90	676	1,237
TAMC (Planned)	MAR	EDC	-	-	-	100	100	-	200
Marina Subtotal			***261***	***106***	***234***	***370***	***376***	***1,140***	***2,487***
Seaside								-	
UC (Planned)	UC	EDC	-	-	-	-	110	130	240
East Garrison I (Entitled)	MCO	EDC	319	160	140	120	100	631	1,470
Seaside Highlands (Entitled)	SEA	Sale	152	-	-	-	-	-	152
Seaside Resort (Entitled)	SEA	Sale	5	2	2	4	6	106	125
Seaside (Planned)	SEA	EDC	-	-	15	120	100	760	995
Seaside Subtotal			***476***	***162***	***157***	***244***	***316***	1,627	***2,982***
Other								-	
Del Rey Oaks (Planned)	DRO	EDC		-	-	-	130	561	691
Other Residential (Planned)	Various	-	-	-	-	-	-	-	-
Other Subtotal			-	-	-	-	***130***	561	***691***
TOTAL NEW RESIDENTIAL			**737**	**268**	**391**	**614**	**822**	3,328	**6160****
								-	
EXISTING/REPLACEMENT RESIDENTIAL								-	
Preston Park (Entitled)	MAR	EDC	352	-	-	-	-	-	352
Cypress Knolls (Planned)	MAR	EDC		-	-	100	100	200	400
Abrams B (Entitled)	MAR	EDC	192	-	-	-	-	-	192
MOCO Housing Authority (Entitled)	MAR	EDC	56	-	-	-	-	-	56
Shelter Outreach Plus (Entitled)	MAR	EDC	39	-	-	-	-	-	39
VTC (Entitled)	MAR	EDC	13	-	-	-	-	-	13
Interim Inc (Entitled)	MAR	EDC	11	-	-	-	-	-	11
Sunbay (Entitled)	SEA	Sale	297	-	-	-	-	-	297
Bayview (Entitled)	SEA	Sale	225	-	-	-	-	-	225
Seaside Highlands (Entitled)	SEA		228	-	-	-	-	-	228
TOTAL EXISTING/REPLACE			**1,413**	**-**	**-**	**100**	**100**	200	**1,813**
								-	
CSUMB (Planned)				-	-	-	150	342	***492***
TOTAL RESIDENTIAL UNITS			**2,150**	**268**	**391**	**714**	**1,072**	**3,870**	**8,465**

Table 7. Development Forecasts Fiscal Year 2016/17 through Post-FORA: Non-Residential

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

Land Use Location & Description	Juris-diction	Built To Date	FORECAST YEAR 2016-17	2017-18	2018-19	2019-20	Post FORA	Forecast + Built
NON-RESIDENTIAL								
Office								
Del Rey Oaks (Planned)	DRO	-	-	400,000	-	-	-	400,000
Monterey (Planned)	MRY	-	-	-	-	180,524	541,000	721,524
East Garrison I (Entitled)	MCO	-	14,000	-	10,000	-	10,000	34,000
Imjin Office Park (Entitled)	MAR	28,000	-	-	-	-	-	-
Dunes (Entitled)	MAR	190,000	50,000	50,000	100,000	100,000	270,000	570,000
Cypress Knolls (Planned)	MAR	-	-	16,000	-	-	-	16,000
Interim Inc. (Entitled)	MAR	14,000	-	-	-	-	-	-
Marina (Planned)	MAR	-	29,500	29,500	29,500	29,500	59,000	177,000
TAMC (Planned)	MAR	-	-	-	20,000	20,000	-	40,000
Seaside (Planned)	SEA	14,900	-	-	102,000	-	100,000	202,000
UC (Planned)	UC	-	-	60,000	80,000	180,000	360,000	680,000
Industrial								
Monterey (Planned)	MRY	-	-	-	-	72,000	144,275	216,275
Marina CY (Entitled)	MAR	12,300	-	-	-	-	-	-
Dunes (Entitled)	MAR	-	-	30,000	30,000	54,000	-	114,000
Cypress Knolls (Planned)	MAR	-	-	6,000	-	-	-	6,000
Marina Airport (Entitled)	MAR	250,000	-	-	-	-	-	-
TAMC (Planned)	MAR	-	-	-	17,500	17,500	-	35,000
Seaside (Planned)	SEA	-	-	-	-	125,320	-	125,320
UC (Planned)	UC	38,000	-	20,000	20,000	20,000	40,000	100,000
Retail								
Del Rey Oaks (Planned)	DRO	-	5,000	-	-	-	-	5,000
East Garrison I (Entitled)	MCO	-	20,000	20,000	-	-	-	40,000
Cypress Knolls (Planned)	MAR	-	-	-	-	-	-	-
Dunes (Entitled)	MAR	418,000	40,000	30,000	30,000	24,000	-	124,000
TAMC (Planned)	MAR	-	-	-	37,500	37,500	-	75,000
Seaside Resort (Entitled)	SEA	-	-	16,300	-	-	-	16,300
Seaside (Planned)	SEA	-	-	-	300,000	691,500	675,000	1,666,500
UC (Planned)	UC	-	-	-	62,500	82,500	165,000	310,000
		965,200	**158,500**	**677,800**	**839,000**	**1,634,344**	**2,364,275**	**5,673,919**
HOTEL ROOMS								
Hotel (rooms)								
Del Rey Oaks (Planned)	DRO	-	-	-	-	550	-	550
Dunes (Entitled)	MAR	108	-	-	-	-	-	-
Dunes (Entitled)	MAR	-	-	-	400	-	-	400
Seaside Resort (Entitled)	SEA	-	-	40	28	262	-	330
Seaside Resort TS (Entitled)	SEA	-	-	-	-	-	170	170
Seaside (Planned)	SEA	-	-	-	250	200	210	660
UC (Planned)	UC	-	-	-	-	-	-	-
		108	**-**	**40**	**678**	**1,012**	**380**	**2,110**

Table 8. Development Forecasts Fiscal Year 2016/17 through Post-FORA: by Acre

(Acre = Development forecast sq. ft. / FAR / 43,560)

Estimated Acreage

Land Use Location & Description	Juris-diction	FAR	FORECAST YEAR 2016-17	2017-18	2018-19	2019-20	Post FORA	Forecast Total
NON-RESIDENTIAL: Acre =	43,560							
Office		**0.35**						
Del Rey Oaks (Planned)	DRO	0.35	-	26.24	-	-	-	26.24
Monterey (Planned)	MRY	0.35	-	-	-	11.84	35.48	47.33
East Garrison I (Entitled)	MCO	0.35	0.92	-	0.66	-	0.66	2.23
Imjin Office Park (Entitled)	MAR	0.35	-	-	-	-	-	-
Dunes (Entitled)	MAR	0.35	3.28	3.28	6.56	6.56	17.71	37.39
Cypress Knolls (Planned)	MAR	0.35	-	1.05	-	-	-	1.05
Interim Inc. (Entitled)	MAR	0.35	-	-	-	-	-	-
Marina (Planned)		0.35	1.93	1.93	1.93	1.93	3.87	11.61
TAMC (Planned)	MAR	0.35	-	-	1.31	1.31	-	2.62
Seaside (Planned)	SEA	0.35	-	-	6.69	-	6.56	13.25
UC (Planned)	UC	0.35	-	3.94	5.25	11.81	23.61	44.60
Industrial		**0.40**					-	
Monterey (Planned)	MRY	0.40	-	-	-	4.13	8.28	12.41
Marina CY (Entitled)	MAR	0.40	-	-	-	-	-	-
Dunes (Entitled)	MAR	0.40	-	1.72	1.72	3.10	-	6.54
Cypress Knolls (Planned)	MAR	0.40	-	0.34	-	-	-	0.34
Marina Airport (Entitled)	MAR	0.40	-	-	-	-	-	-
TAMC (Planned)	MAR	0.40	-	-	1.00	1.00	-	2.01
Seaside (Planned)	SEA	0.40	-	-	-	7.19	-	7.19
UC (Planned)	UC	0.40	-	1.15	1.15	1.15	2.30	5.74
Retail		**0.25**					-	
Del Rey Oaks (Planned)	DRO	0.25	0.46	-	-	-	-	0.46
East Garrison I (Entitled)	MCO	0.25	1.84	1.84	-	-	-	3.67
Cypress Knolls (Planned)	MAR	0.25	-	-	-	-	-	-
Dunes (Entitled)	MAR	0.25	3.67	2.75	2.75	2.20	-	11.39
TAMC (Planned)	MAR	0.25	-	-	3.44	3.44	-	6.89
Seaside Resort (Entitled)	SEA	0.25	-	1.50	-	-	-	1.50
Seaside (Planned)	SEA	0.25	-	-	27.55	63.50	61.98	153.03
UC (Planned)	UC	0.25	-	-	5.74	7.58	15.15	28.47
TOTAL ACRES: NON-RESIDENTIAL			**12.10**	**45.74**	**65.76**	**126.75**	**175.60**	**425.95**
HOTEL ROOMS							-	
Hotel (rooms)		**38**					-	
Del Rey Oaks (Planned)	DRO	38	-	-	-	14.47	-	14.47
Dunes Marriot (Entitled)	MAR	38	-	-	-	-	-	-
Dunes Hotel TBD (Entitled)	MAR	38	-	-	10.53	-	-	10.53
Seaside Resort (Entitled)	SEA	38	-	1.05	0.74	6.89	-	8.68
Seaside Resort Time Shares (Entitled)	SEA	38	-	-	-	-	4.47	4.47
Seaside (Planned)	SEA	38	-	-	6.58	5.26	5.53	17.37
UC (Planned)	UC	38	-	-	-	-	-	-
TOTAL ACRES: HOTEL			**-**	**1.05**	**17.84**	**26.63**	**10.00**	**55.53**
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 (**							
Marina								
Marina Heights (Entitled)	MAR	6	13	24	30	31	77	175
The Promontory 2 (Planned)	MAR	6	-	-	-	-	-	-
Dunes (Entitled)	MAR	6	5	15	15	15	113	163
TAMC (Planned)	MAR	6	-	-	17	17	-	33
Seaside								
UC (Planned)	UC	6	-	-	-	18	22	40
East Garrison I (Entitled)	MCO	6	27	23	20	17	105	192
Seaside Resort (Entitled)	SEA	6	0	0	1	1	18	20
Seaside (Planned)	SEA	6	-	3	20	17	127	166
Other								
Del Rey Oaks (Planned)	DRO	6	-	-	-	22	94	115
Other Residential (Planned)	Various	6.00	-	-	-	-	-	-
TOTAL ACRES: NEW RESIDENTIAL			**45**	**65**	**102**	**137**	**555**	**904**
EXISTING/REPLACEMENT RESIDENTIAL								
Preston Park (Entitled)	MAR	6	-	-	-	-	-	-
Cypress Knolls (Planned)	MAR	6	-	-	17	17	33	67
Abrams B (Entitled)	MAR	6	-	-	-	-	-	-
MOCO Housing Authority (Entitled)	MAR	6	-	-	-	-	-	-
Shelter Outreach Plus (Entitled)	MAR	6	-	-	-	-	-	-
VTC (Entitled)	MAR	6	-	-	-	-	-	-
Interim Inc (Entitled)	MAR	6	-	-	-	-	-	-
Sunbay (Entitled)	SEA	6	-	-	-	-	-	-
Bayview (Entitled)	SEA	6	-	-	-	-	-	-
Seaside Highlands (Entitled)	SEA	6	-	-	-	-	-	-
TOTAL ACRES: EXISTING/REPLACE			**-**	**-**	**17**	**17**	**33**	**67**
ACRES: CSUMB RESIDENTIAL	CSU	6	-	-	-	25	57	***82***
Sources: FORA, Annette Yee and Company, Economic and Planning Systems; MuniFinancial.								
TOTAL ACREAGE			**56.77**	**111.96**	**202.60**	**332.05**	**830.60**	**1,533.98**

Notes: Unless specific estimates are available for a project, the acreage shown in this table is based on building sq. ft. estimates and a Floor-Area Ratio (FAR) of 0.35 for office, 0.4 for industrial, and 0.25 for retail. Hotel Density assumes 31.5 rooms per acre, residential units assume 6 Units/Acre (as per BRP).

Table 9. Estimated Property Taxes Fiscal Year 2016/17 through Post-FORA

Land Use Location & Description	Per Acre Assumption	2016-17	2017-18	2018-19	2019-20	Post-FORA	Built To Date	Forecast + Built
NON-RESIDENTIAL		$ 36,490,500	$ 140,828,000	$ 189,139,500	$ 350,569,612	$ 518,047,500	$ 189,209,700	$ 1,424,284,812
HOTEL ROOMS	$ 141,000	$ -	$ 5,640,000	$ 95,598,000	$ 142,692,000	$ 53,580,000	$ 15,228,000	$ 312,738,000
NEW RESIDENTIAL	$ 141,000	$ 37,788,000	$ 55,131,000	$ 86,574,000	$ 100,392,000	$ 450,918,000	$ 103,917,000	$ 868,560,000
EXISTING/REPLACE RES	$ 141,000	$ -	$ -	$ 14,100,000	$ 14,100,000	$ 28,200,000	$ 149,601,000	$ 206,001,000
CSUMB RESIDENTIAL		$ -	$ -	$ -	$ 21,150,000	$ 48,222,000	$ -	$ *21,150,342*
TOTAL		**$ 74,278,500**	**$ 201,599,000**	**$ 385,411,500**	**$ 628,903,612**	**$ 1,050,745,842**	**$ 457,955,700**	**$ 2,832,734,154**

FORA PROJECTION 16/17					
2% Max Property Value Escalation - Proposition 13	$ 75,764,070	$ 209,743,600	$ 409,001,767	$ 680,745,495	$ 1,050,745,842
Discount Cash Flow - Bond Buyers Index	$ 72,761,913	$ 193,450,718	$ 362,282,727	$ 579,092,626	$ 1,050,745,842
Net Cash Inflow (CUM) including previous years	$ 909,519,323	$ 1,102,970,041	$ 1,465,252,768	$ 2,044,345,394	$ 4,030,822,951
Net Present Value	$ 909,519,323	$ 1,102,970,041	$ 1,498,819,065	$ 2,139,082,764	$ 4,514,160,677
Property Tax assessment 1%	$ 9,095,193	$ 11,029,700	$ 14,988,191	$ 21,390,828	$ 45,141,607
Less housing set aside (20%)	$ (1,819,039)	$ (2,205,940)	$ (2,997,638)	$ (4,278,166)	$ (9,028,321)
Property Tax net of housing set aside	$ 7,276,155	$ 8,823,760	$ 11,990,553	$ 17,112,662	$ 36,113,285
Tier 1	$ (982,602)	$ (1,191,598)	$ (1,619,255)	$ (2,310,966)	$ (4,876,890)
Tier 2	$ (825,386)	$ (1,000,942)	$ (1,360,174)	$ (1,941,211)	$ (4,096,586)
Tier 3	$ -	$ -	$ -	$ -	$ -
Annual net property tax	$ 5,468,166	$ 6,631,221	$ 9,011,124	$ 12,860,486	$ 27,139,809
FORA Property Tax (35%)	$ 1,913,858	$ 2,320,927	$ 3,153,894	$ 4,501,170	$ 9,498,933
Forecast Estimate - 90% of Property Tax	$ 1,722,472	$ 2,088,835	$ 2,838,504	$ 4,051,053	$ 8,549,040
Operating Costs	$ (1,300,000)	$ (1,300,000)	$ (1,300,000)	$ (1,300,000)	$ (1,300,000)
Property Tax Transfer to CIP	**$ 422,472**	**$ 788,835**	**$ 1,538,504**	**$ 2,751,053**	**$ 7,249,040**

APPENDICES

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. In order 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. In order to prioritize the transportation projects, it is necessary to determine the amount of mitigation a proposed roadway could have on existing roadways. Therefore, this criteria 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 amount 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…"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 2016. 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.

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.

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.

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.

1998 FORA Hierarchy of Building Reuse

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

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 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.

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 31select WWII and after 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.

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 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

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 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. After multiple applications this grant application was not funded. In 2015 FORA determined to work directly with Seaside to address the Seaside Surplus II Korean Era cement buildings without OEA assistance.

2013 CSUMB Korean War Concrete Building Removal

In late 2013 the California State University system announced $30M in funding awarded for CSUMB campus building removal over a six months to two year period. As CSUMB implemented their building removal program, FORA and the City of Seaside worked closely with CSUMB to incorporate lessons learned, costing and building removal techniques into the Deconstruction/Building Removal Business Plan.

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 releases an 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 is estimated to be complete in mid-2016.

2016 Marina Stockade Removal 2016

In 2016 FORA staff met with the City of Marina to begin the coordination to have 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 Los Animas for access to the building for removal. FORA will commission the Stockade hazardous material surveys while access is being coordinated. Once the surveys are complete and access is achieved, FORA will begin building removal.

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).

For clarification purposes, FY 15/16 caretaker costs funding is 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 January 31 (1st deadline) and March 31 (2nd 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 March 31 (2^{nd} deadline) (see #1 above) to the jurisdictions who submitted Caretaker Costs Worksheets to FORA by January 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.

Exhibit A

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:**

   ____
   ____
   ____
   ____
   ____

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

   ____
   ____
   ____
   ____
   ____

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):**

   ____
   ____
   ____
   ____
   ____

Marina Coast Water District
DRAFT Five-Year CIP

CIP No.	PROJECT DESCRIPTION	FY 2015-16 Prior Year	FY 2016-17 Current Year	FY 2017-18 Proposed	FY 2018-19 Proposed	FY 2019-20 Proposed	FY 2020-21 Proposed	OUT YEARS	TOTAL	CATEGORY
OW-0000	**Ord Water**									
OW-0223	Well 30 Pump Replacement	$105,000	$0	$0	$0	$0	$0	$0	$105,000	E
OW-0206	Inter-Garrison Road Pipeline Up-Sizing	$167,485	$536,639	$0	$0	$0	$0	$0	$704,124	E
OW-0128	Lightfighter B" Zone Pipeline Extension "	$32,000	$335,800	$0	$0	$0	$0	$0	$367,800	M
OW-0201	Gigling Transmission from D Booster to JM Blvd	$0	$0	$109,100	$332,100	$0	$0	$0	$441,200	E
OW-0115	SCADA System Improvements -Phase II	$240,697	$296,935	$0	$0	$0	$0	$0	$537,632	E
OW-0211	Eastside Parkway (D-Zone pipeline)	$0	$0	$415,632	$2,498,444	$0	$0	$0	$2,914,076	M
OW-0193	Imjin Parkway Pipeline, Reservation Rd to Abrams Drive	$0	$0	$52,000	$460,800	$0	$0	$0	$512,800	E
OW-0119	Demolish D-zone Reservoir	$0	$0	$17,900	$160,700	$0	$0	$0	$178,600	E
OW-0230	Wellfield Main 2B -Well 31 to Well 34	$0	$0	$164,400	$167,700	$518,300	$0	$0	$850,400	E
OW-0129	Rehabilitate Well 31	$0	$0	$1,707,438	$0	$0	$0	$0	$1,707,438	E
OW-0127	CSUMB Pipeline Up-Sizing -Commercial Fireflow	$0	$0	$38,311	$117,231	$0	$0	$0	$155,542	E
OW-0203	7th Avenue and Gigling Rd	$0	$0	$61,990	$189,689	$0	$0	$0	$251,679	E
OW-0202	South Boundary Road Pipeline	$0	$0	$205,000	$1,289,000	$0	$0	$0	$1,494,000	M
OW-0122	Replace D & E Reservoir Off-Site Piping	$0	$0	$0	$0	$0	$1,016,400	$0	$1,016,400	E
OW-0167	2nd Ave extension to Gigling Rd	$0	$0	$0	$0	$0	$272,400	$0	$272,400	E
OW-0118	B4" Zone Tank @ East Garrison "	$0	$0	$0	$0	$0	$0	$3,116,949	$3,116,949	S
OW-0212	Reservoir D2" + D-BPS Up-Size "	$0	$0	$0	$0	$0	$0	$3,997,826	$3,997,826	E
OW-0208	Pipeline Up-Sizing -to Stockade	$0	$0	$0	$0	$0	$0	$709,391	$709,391	S
OW-0209	Pipeline Up-Sizing -between Dunes & MainGate	$0	$0	$0	$0	$0	$0	$220,050	$220,050	M
OW-0210	Sand Tank Demolition	$0	$0	$0	$0	$0	$0	$542,078	$542,078	E
OW-0204	2nd Ave Connection, Reindollar to Imjin Pkwy	$0	$0	$0	$0	$0	$0	$1,214,489	$1,214,489	E
OW-0214	Imjin Road, 8th St. to Imjin Pkwy	$0	$0	$0	$0	$0	$0	$1,104,081	$1,104,081	E
OW-0121	C2" to "B4" Pipeline and PRV Station "	$0	$0	$0	$0	$0	$0	$1,409,403	$1,409,403	S
OW-0171	Eucalyptus Rd Pipeline	$0	$0	$0	$0	$0	$0	$2,351,264	$2,351,264	M
OW-0213	Reservoir B4/B5 to East Garrison Pipeline	$0	$0	$0	$0	$0	$0	$257,487	$257,487	S
OW-0216	UCMBEST Pipeline	$0	$0	$0	$0	$0	$0	$402,493	$402,493	S
OW-0217	Reservation Road, Imjin to MBEST Drive	$0	$0	$0	$0	$0	$0	$539,368	$539,368	M
OW-0218	Golf Boulevard Transmission Line	$0	$0	$0	$0	$0	$0	$1,104,081	$1,104,081	M
OW-0219	B5" Zone Tank @ East Garrison "	$0	$0	$0	$0	$0	$0	$3,116,949	$3,116,949	S
OW-0231	Wellfield Main 3A -Intergarrison to ASP Bldg	$0	$0	$0	$0	$0	$0	$3,541,126	$3,541,126	E
OW-0232A	Install Well 36 -Retire Well 29	$0	$0	$0	$0	$0	$0	$2,515,243	$2,515,243	E
OW-0232B	Wellfield Main 1B -between Wells 36 and 35	$0	$0	$0	$0	$0	$0	$3,169,802	$3,169,802	E
OW-0233	Wellfield Main 1C (Parallel) Well 36 to ASP Bldg	$0	$0	$0	$0	$0	$0	$3,736,274	$3,736,274	M
OW-0234	B-BPS at ASP Bldg	$0	$0	$0	$0	$0	$0	$1,355,195	$1,355,195	M
OW-0235	Ord Well-head Disinfection	$0	$0	$0	$0	$0	$0	$2,710,391	$2,710,391	M

Category Legend

E=	CIP supports existing Infrastructure
EDS=	Eastern Distribution System (inland well-field)
S=	CIP supports a single parcel's or owner's project
M=	CIP supports projects for multiple parcels or owners

Marina Coast Water District
DRAFT Five-Year CIP

CIP No.	PROJECT DESCRIPTION	FY 2015-16 Prior Year	FY 2016-17 Current Year	FY 2017-18 Proposed	FY 2018-19 Proposed	FY 2019-20 Proposed	FY 2020-21 Proposed	OUT YEARS	TOTAL	CATEGORY
OS-0000	**Ord Sewer**									
OS-0200	Clark Lift Station Improvement	$572,000	$206,475	$0	$0	$0	$0	$0	$778,475	E
OS-0205	Imjin LS & Force Main Improvements-Phase 1	$0	$263,000	$310,000	$0	$0	$0	$558,000	$1,131,000	M
OS-0203	Gigling LS and FM Improvements	$65,000	$508,000	$808,000	$0	$0	$0	$0	$1,381,000	E
OS-0152	Hatten, Booker, Neeson LS Improvements Project	$20,000	$100,000	$0	$425,000	$0	$0	$370,000	$915,000	E
OS-0154	Del Rey Oaks-Collection System Planning	$0	$0	$61,200	$0	$0	$0	$0	$61,200	S
OS-0208	Parker Flats Collection System	$0	$0	$25,500	$78,030	$0	$0	$0	$103,530	M
OS-0153	Misc. Lift Station Improvements	$0	$0	$561,000	$936,360	$0	$0	$0	$1,497,360	E
OS-0202	SCSD Sewer Improvements-DRO	$0	$0	$502,454	$1,537,510	$0	$0	$0	$2,039,964	S
OS-0209	Imjin LS & Force Main Improvements-Phase 2	$0	$0	$65,000	$920,000	$0	$0	$370,000	$1,355,000	E
OS-0147	Ord Village Sewer Pipeline & Lift Station Impr Project	$0	$0	$0	$562,651	$0	$0	$0	$562,651	E
OS-0204	CSUMB Developments	$0	$0	$0	$0	$608,899	$0	$0	$608,899	S
OS-0207	Seaside Resort Sewer Imps. Project	$0	$0	$0	$0	$326,146	$0	$0	$326,146	S
OS-0149	Dunes Sewer Pipeline Replacement Projects	$0	$0	$0	$0	$461,923	$0	$0	$461,923	M
OS-0151	Cypress Knolls Sewer Pipeline Improvements Project	$0	$0	$0	$0	$0	$97,424	$0	$97,424	S
OS-0215	Demolish Ord Main Garrison WWTP	$0	$0	$0	$0	$0	$1,623,648	$0	$1,623,648	E
OS-0148	Marina Heights Sewer Pipeline Improvements Project	$0	$0	$0	$0	$0	$825,863	$0	$825,863	M
OS-0150	East Garrison Lift Station Improvements	$0	$0	$0	$0	$0	$260,000	$281,340	$541,340	E
OS-0206	Fitch Park Sewer Improvements	$0	$0	$0	$0	$0	$0	$127,071	$127,071	S
OS-0210	1st Ave Sewer Pipeline Replacement Project	$0	$0	$0	$0	$0	$0	$408,340	$408,340	M
OS-0211	Gen'l Jim Moore Sewer Pipeline Replacement Project	$0	$0	$0	$0	$0	$0	$49,972	$49,972	M
OS-0212	Gen'l Jim Moore Sewer Pipeline Replacement Project III	$0	$0	$0	$0	$0	$0	$187,037	$187,037	M
OS-0214	Intergarrison/8th Ave SS (for Eastside Pkwy developments)	$0	$0	$0	$0	$0	$0	$0	$0	M
OS-0213	MRWPCA Buy-In	$0	$0	$0	$0	$0	$0	$11,040,808	$11,040,808	M
OS-0216	SCSD Sewer Improvements-Seaside East	$0	$0	$0	$0	$0	$0	$6,480,709	$6,480,709	S
OS-0217	SCSD Sewer Improvements-City of Monterey	$0	$0	$0	$0	$0	$0	$1,444,854	$1,444,854	S

Category Legend

E=	CIP supports existing Infrastructure
EDS=	Eastern Distribution System (inland well-field)
S=	CIP supports a single parcel's or owner's project
M=	CIP supports projects for multiple parcels or owners

Marina Coast Water District
DRAFT Five-Year CIP

CIP No.	PROJECT DESCRIPTION	FY 2015-16 Prior Year	FY 2016-17 Current Year	FY 2017-18 Proposed	FY 2018-19 Proposed	FY 2019-20 Proposed	FY 2020-21 Proposed	OUT YEARS	TOTAL	CATEGORY
	General Water (33% Marina, 67% Ord)									
GW-0112	A1 & A2 Zone Tanks & B/C Booster Station	$74,000	$0	$3,644,720	$3,265,330	$3,369,150	$0	$0	$10,353,200	E
GW-0212	Potable Water Tank Compliance Project	$45,000	$0	$0	$0	$0	$0	$110,400	$155,400	E
GW-0123	B2" Zone Tank @ CSUMB "	$0	$0	$200,000	$1,230,000	$1,184,871	$0	$0	$2,614,871	M
GW-0210	Reservoir A3 (1.6 MG)	$0	$0	$0	$0	$0	$0	$3,469,240	$3,469,240	M
GW-0231	Install Well 37 -Retire well 12	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0232	Install Well 38 -Retire well 10	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0233	A-BPS at ASP Bldg + Forebay Tank	$0	$0	$0	$0	$0	$0	$1,665,535	$1,665,535	EDS
GW-0234	Install Well 39 -Retire Well 30	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0235	B-BPS Expansion and Transmission to A1/A2 Tanks	$0	$0	$0	$0	$0	$0	$13,084,043	$13,084,043	EDS
GW-0236	Install Well 40 -Retire Well 11	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0237	Install Well 41 -Retire Well 31	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
	General Sewer (37% Marina, 63% Ord)									
GS-0200	Odor Control Project	$0	$0	$120,000	$0	$0	$0	$0	$120,000	E
GS-0201	Del Monte/Reservation Road Sewer Main Improvements	$0	$0	$0	$270,000	$0	$0	$0	$270,000	E
	Water District-Wide (27% MW, 7%MS, 54%OW, 12%OS)									
WD-0106	Corp Yard Demolition & Rehab	$0	$0	$120,000	$450,000	$0	$0	$0	$570,000	E
WD-0110	Asset Management Program -Phase II	$0	$0	$250,000	$0	$0	$0	$0	$250,000	E
WD-0110A	Asset Management Program --Phase III	$0	$0	$0	$250,000	$0	$0	$0	$250,000	E
WD-0115A	SCADA System Improvements (Security + RD integration)	$0	$0	$0	$300,000	$0	$0	$110,000	$410,000	E
WD-0202	IOP Building E (BLM)	$2,542,500	$0	$0	$0	$0	$0	$0	$2,542,500	S
	Shared Project Costs									
	Marina Water Cost Center Share	$725,745	$0	$1,368,658	$1,753,459	$1,502,827	$0	$16,393,343	$21,744,032	
	Marina Sewer Cost Center Share	$177,975	$0	$70,300	$169,900	$0	$0	$7,700	$425,875	
	Ord Water Cost Center Share	$1,452,680	$0	$2,775,762	$3,551,871	$3,051,194	$0	$33,282,555	$44,114,062	
	Ord Sewer Cost Center Share	$305,100	$0	$120,000	$290,100	$0	$0	$13,200	$728,400	
	Total Costs									
	Ord Water	$1,997,862	$1,169,374	$5,547,533	$8,767,535	$3,569,494	$1,288,800	$70,396,495	$92,737,093	
	Ord Sewer	$962,100	$1,077,475	$2,453,154	$4,749,651	$1,396,968	$2,806,935	$21,331,331	$34,777,614	
	Total	**$2,959,962**	**$2,246,849**	**$8,000,687**	**$13,517,186**	**$4,966,462**	**$4,095,735**	**$91,727,826**	**$127,514,707**	
	Water Augmentation									
RW-0156	RUWAP ATW - Normandy to MRWPCA	$522,000	$12,670,000	$14,124,000	$7,644,000	$0	$0	$2,000,000	$36,960,000	