



**DRAFT**  
FY 2015/16  
Capital Improvement  
Program

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## I. EXECUTIVE SUMMARY

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The Fort Ord Reuse Authority (FORA) Capital Improvement Program (CIP) was created in 2001 to comply with and monitor mitigation obligations from the 1997 Fort Ord Base Reuse Plan (BRP). These mitigation obligations were described in the BRP Appendix B as the 1996 Public Facilities Implementation Plan (PFIP) – which was the initial capital programming baseline. The CIP is a policy approval mechanism for the ongoing BRP mitigation requirements as well as other capital improvements established by FORA Board policy. The CIP is re-visited annually by the FORA Board to assure that projects are implemented on a timely basis.

This FY 2015/16 – “Post-FORA” CIP document has been updated with reuse forecasts by the FORA land use jurisdictions and adjusted to reflect staff analysis and Board policies. Adjusted annual forecasts are enumerated in the CIP Appendix B. Forecasted capital project timing is contrasted with FY 2014/15 adopted timing, outlining adjustments. See Tables 2 & 3, depicting CIP project forecasts.

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

### 1) Periodic CIP Review and Reprogramming

Recovery forecasting is impacted by the market. However, annual jurisdictional forecast updates remain the best method for CIP programming since timing of project implementation is the purview of the individual on-base FORA members. Consequently, FORA annually reviews and adjusts its 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, herein, 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. Once approved by the FORA Board, this CIP will set project priorities. The June 21, 2013 Appendix A revision describes the method by which the “Fort Ord Reuse Authority’s Basewide Community Facilities District (CFD), Notice of Special Tax Lien” is annually indexed.

During last year’s CIP reprogramming, the Finance Committee reviewed the FY 2014/15 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 2015/16 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 B) and correlate accordingly, 2) Basic 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 from July 1 to 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.

## 2) 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 – excepting 2011, at Board direction. Following a competitive selection process in 1997, the FORA Board selected Marina Coast Water District (MCWD) as the purveyor to own and operate water and wastewater systems on the former Fort Ord. By agreement with FORA, MCWD is tasked to assure that Water and Wastewater Systems Capital Improvement Programs are in place and implemented to accommodate repair, replacement and expansion of the systems. As part of MCWD’s budget process, the FORA Board considers the Ord Community Water/Wastewater Systems Proposed Compensation Plan each year as specified in the FORA-MCWD Facilities Agreement. Therefore, the FORA CIP does not duplicate the Ord Community Water/Wastewater Systems CIP considered annually by the FORA Board.

## 3) CIP Revenues

The primary CIP revenue sources are CFD special taxes Development Fees, and land sale proceeds. These primary sources are augmented by loans, property taxes and grants. The CFD has been adjusted annually to account for inflation, with an annual cap of 5%. Development Fees were established under FORA policy to govern fair share contributions to the basewide infrastructure and capital needs. CFD/Development Fee reductions are described in section 1) of this Executive Summary.

The CFD implements a portion of the Development Fee policy and funds mitigations described in the BRP Final Environmental Impact Report (FEIR). The FORA CFD pays CIP costs including Transportation/Transit projects, Habitat Management obligations, and Water Augmentation. 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 of this document.

## 4) Projects Accomplished to Date

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

- a) \$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) \$82M in munitions and explosives of concern cleanup on 3.3K acres of former Fort Ord Economic Development Conveyance (and other) acres, funded by a US Army grant.

- d) \$1.1 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.
- e) \$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 \$6.1M = \$2.2M Marina Stockade and \$3.9M Seaside Surplus II.) See Section II f for additional background.
- f) \$12M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, Water Augmentation obligations, and Fire Fighting Enhancement.

Section III provides detail regarding how completed projects offset FORA basewide obligations. As revenue is collected and offsets obligations, 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. As well, the CIP offers a basis for annually reporting on FORA’s compliance with its environmental mitigation obligations and policy decisions by the FORA Board. It can be accessed on the FORA website at: [www.fora.org](http://www.fora.org).

## II. OBLIGATORY PROGRAM OF PROJECTS – DESCRIPTION OF CIP ELEMENTS

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

### a) Transportation/Transit

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

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

The FORA Board subsequently included the Transportation/Transit element (obligation) as a CFD-funded facility. As implementation of the BRP continued, FORA reinitiated TAMC coordination, review and reallocation of the FORA-funded transportation projects.



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

Toward that goal, and following Board direction to coordinate a work program with TAMC, FORA and TAMC entered into a cooperative agreement to move forward with re-evaluation of FORA’s transportation obligations and related fee allocations. TAMC, working with the Association of Monterey Bay Area Governments (AMBAG) and FORA, completed that re-evaluation. TAMC’s recommendations are enumerated in the “FORA Fee Reallocation Study,” FORA Board of

Directors approved April 18, 2005 and incorporated in the FORA CIP. The complete study can be found at [www.fora.org](http://www.fora.org), under the Documents menu.

TAMC's work with AMBAG and FORA resulted in a refined list of FORA transportation obligations that are synchronous with the TAMC Regional Transportation Plan (RTP). Figure 1 illustrates the refined FORA transportation obligations that are further defined in Table 1. Figure 2 reflects completed transportation projects, remaining transportation projects with FORA as lead agency, and remaining transportation projects with others as lead agency (described below). Similar to the 2005 "FORA Fee Reallocation Study" effort, FORA and TAMC will cooperate on a FORA Fee Reallocation Study in FY 2015/16.

## **Transit**

The 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) reflected a preferred route for the multi-modal corridor different than what was presented in the BRP, FEIR and previous CIPs. The BRP provided for a multi-modal corridor (MMC) along Imjin Parkway/Blanco Road serving to and from the Salinas area to the TAMC/MST intermodal center planned at 8<sup>th</sup> Street and 1<sup>st</sup> 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.

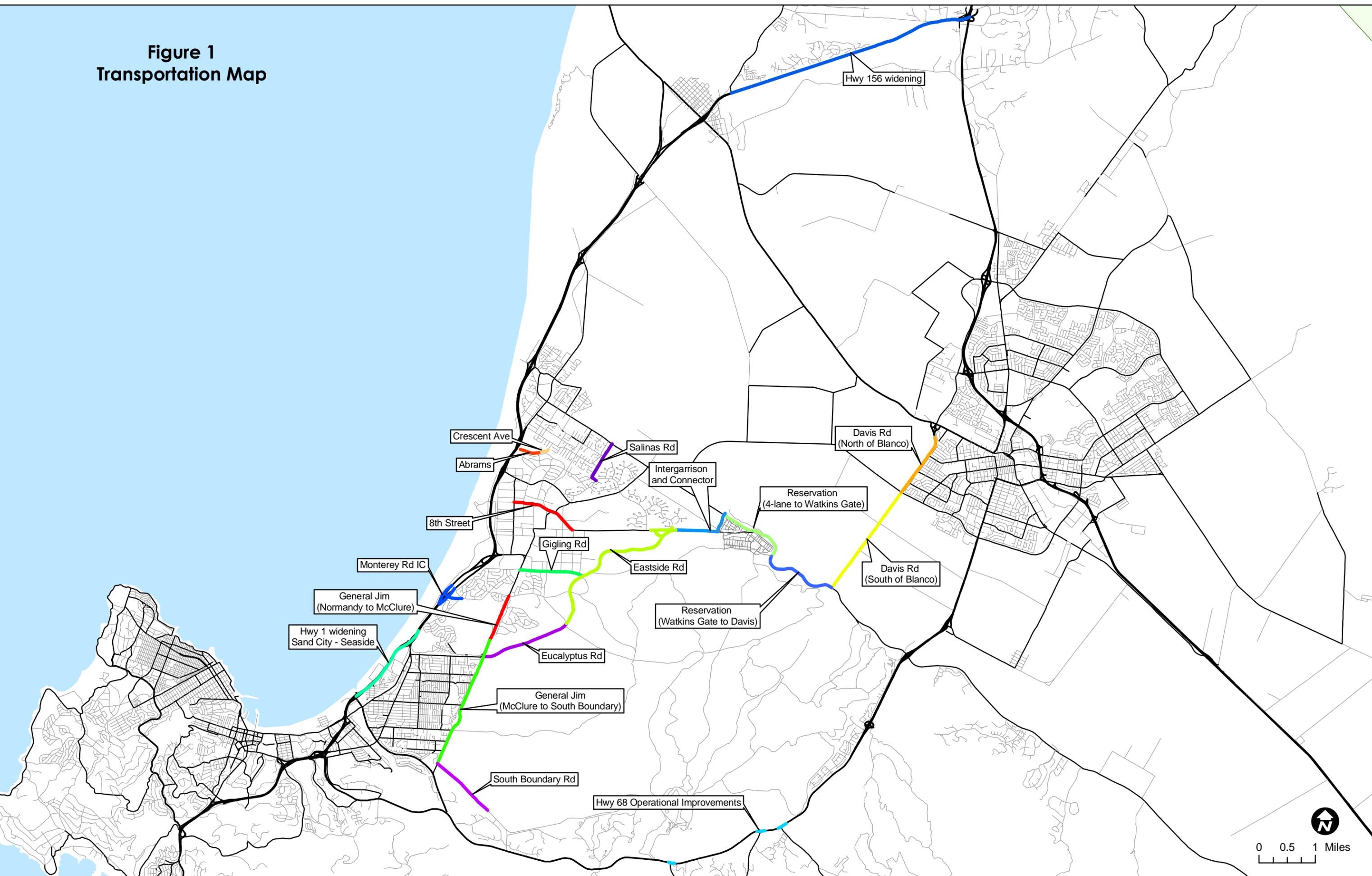
Over the last year, TAMC re-evaluated the MMC route and held stakeholder and public outreach meetings to determine how to best meet the transit needs of the community. They have selected Imjin Parkway/Reservation Road/Davis Road as the preferred alternative. TAMC anticipates requesting FORA Board concurrence, adopting the final MMC alignment and preparing a new MOA to supersede the 2010 MOA alignment this calendar year. Full build-out of the MMC route is expected to take 20 years.

## **Lead Agency Status**

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

As of this writing, reimbursement agreements are in place with Monterey County and the City of Marina for several FORA CIP transportation projects. Table 2 identifies those projects. FORA's obligation toward those projects is financial, as outlined in the reimbursement agreements. FORA's obligation toward projects for which it serves as lead agent is the actual project costs. Other like reimbursement agreements may be structured as development projects are implemented and those agreements will be noted for the record.

**Figure 1  
Transportation Map**



**Figure 2**  
**Remaining Transportation Projects**

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



NOT TO SCALE  
 0 0.5 1 2 Miles

## **b) Water Augmentation**

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

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

In June 2005, MCWD staff and consultants, working with FORA staff and Administrative Committee, recommended the hybrid project to the FORA and MCWD Boards of Directors. Additionally, it was recommended that FORA-CIP funding toward the former Fort Ord Water and Wastewater Collection Systems be increased by an additional \$17M to avert additional burden on rate payers due to increased capital costs. However, a 2013 MCWD rate study recommended removing that "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 increased augmentation program project costs (as designs were refined); MCWD and the Monterey Regional Water Pollution Control Agency (MRWPCA) negotiations regarding the recycled component of the project were not accomplished in a timely manner; and the significant economic downturn (2008-2012). These factors deferred the need for the augmentation program and provided an opportunity to consider the alternative "Regional Plan" as the preferred project for the water augmentation program.

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

At the March and April 2015 FORA Board meetings, MCWD presented a water augmentation program status update and requested FORA Board concurrence in proceeding with a contract to deliver 10% designs for a 2,700 AFY desalination plant (2,400 AFY would be provided to the former Fort Ord). FORA Board members accepted the reports provided at these meetings, but did not take a vote on MCWD's recommendation. MCWD staff indicated that it will continue to pursue the previously approved 'hybrid' project.

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

FORA completed the construction and demolition project as of January 2004. Table 3 reflects this obligation as met. Background information can be found in previous CIP documents at [www.fora.org](http://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 and the University of California 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 Cooperative's (the future HCP Joint Powers Authority) habitat lands by qualified non-profit habitat managers. 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, University of California (UC), CSUMB, Monterey Peninsula College (MPC), Monterey Peninsula Regional Park District, Bureau of Land Management and MCWD. The Cooperative will hold the Cooperative endowments, 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% 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 was developed by an independent consultant retained by FORA and totaled \$6.3M.

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 ± \$40M line item of forecasted requisite expenditures (see Table 3 column '2005-15' amount of \$7,665,830 plus column '2015-16 to Post FORA Total' amount of \$34,067,170). 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 \$20.3M 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. It is expected that the final endowment amount will 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 \$1.8 million in annual costs, estimated in 2014 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](http://www.fora.org).

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

As a basewide obligation, the BRP includes the removal of building stock to make way for redevelopment, 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 that has been sustained since that time. For example, one of FORA's obligations includes some City of Seaside Surplus II buildings. The policy fixes the overall FORA funding obligation to Surplus II at \$4M, and the City of Seaside decides which buildings to remove. The FORA Board additionally established criteria to

address how the building removal program would proceed at Surplus II: 1) buildings must be within Economic Development Conveyance parcels; 2) building removal is required for redevelopment; 3) buildings are not programmed for reuse; 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.

Per Board direction, building removal is funded by land sale revenue and/or credited against land sale valuation. Two MOAs, described below, have been 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 area and MCP the responsibility for the actual removal. FORA paid \$22M and MCP received FORA land sale credits of \$7M out of a total \$24M in available credits for building removal costs. \$29M of FORA's \$46M building removal obligation was thus completed as agreed by the City of Marina and MCP in 2007. FORA will fund its remaining \$17M building removal obligation through land sales credits as the City of Marina transfers its Fort Ord lands to MCP for future phases of the Dunes on Monterey Bay project.

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

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

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

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

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

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

As a result of EPS’s Phase II CIP Review analysis in FY 11/12 and FY 12/13, FORA agreed to reimburse its five member jurisdictions up to \$660,000 in annual funding for these expenses based on past experience, provided sufficient land sales revenue is available and jurisdictions are able to demonstrate property management/caretaker costs. Additional detail concerning this analysis is provided under Appendix D. These expenses are shown in Table 5 – Land Sales as a deduction prior to net land sales proceeds. The expenses in this category (FY 15/16 through Post-FORA) are planning numbers and are not based on identified costs. EPS’s analysis also assumes that, as jurisdictions sell former Fort Ord property, their property management/caretaker costs will diminish.

### **III. FY 2015/2016 THROUGH POST-FORA CAPITAL IMPROVEMENT PROGRAM**

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#### **Background Information/Summary Tables**

Table 1 graphically depicts fiscal offsets of completed projects that have reduced BRP obligations. Since 1995, FORA has advanced approximately \$76M in capital projects and BRP obligations. These projects have been predominantly funded by EDA grants, loan proceeds and developer fees. Developer fees are the primary funding source for FORA to continue meeting its mitigation obligations under the BRP. Table 1 includes fiscal offsets inclusive of not only completed projects, but also funded projects to-be-completed during the course of the next fiscal year. As previously noted, work concluded in conjunction with TAMC and AMBAG has resulted in modification of transportation obligations for consistency with current transportation planning at the regional level.

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

A summary of the CIP project elements and their forecasted costs and revenues are presented in Table 3. Annual updates of the CIP will continue to contain like summaries and account for funding received and applied against required projects. Under section “A. CIP projects funded by CFD development fees” “Other Revenues” “Property Taxes,” column “2005-15” shows that FORA collected and spent approximately \$5.8M in property taxes for CIP projects, which were primarily ESCA change orders and CIP road projects. FORA property tax collections are forecasted from FY 2015/16 to 2019/20 based on FORA-Jurisdictions Implementation Agreement (IA) Amendments. The IA Amendments designate that 90% of FORA property tax revenue from new assessed value after July 1, 2012 will fund FORA CIP projects, while the remaining 10% will go to former Fort Ord jurisdictions for economic development. The “Property Tax Sharing Costs” under “Other Costs & Contingency” reflect 10% of FORA Property Taxes to be paid to the jurisdictions.

Table 4, Community Facilities District Revenue, reflects forecasted annual revenue from CFD fee collection. On an annual basis, FORA requests updated development forecasts from its member agencies as a component of FORA’s CIP preparation process. The five land use jurisdictions and other agencies with land use authority on former Fort Ord provide updated development forecasts for Table A1: Residential Annual Land Use Construction and Table A2: Non-Residential Annual Land Use Construction (Appendix B). FORA staff reviews the submitted development forecasts to ensure that BRP resource limitations are met (i.e. 6,160 New Residential Unit limit, etc.). FORA staff may make adjustments to the forecasts based on past experience. In previous years, jurisdictions’ forecasts have been overly optimistic. In this FY 2015/16 CIP, FORA staff included development forecasts as submitted by the land use jurisdictions in March and April 2015. See ‘1) Periodic CIP Review and Reprogramming’ on page 3 of this document for additional information.

FORA staff applied the anticipated FORA CFD special tax/Development Fee Schedule rates as of July 1, 2015 to produce Table 4 – Community Facilities District Revenue projections (see Appendix A for more information).

Table 5 - Land Sale Revenue reflects land sales projections using the methodology from EPS's Phase III CIP Review. In its CIP review Study, EPS projected future FORA land sales from July 1, 2014 through June 30, 2022. EPS's land sales projections are found in Table B-1 included in Attachment C to Item 10b, May 16, 2014 FORA Board Packet. For this FY 2015/16 CIP, FORA staff based its land sale revenue forecasts using the same underlying assumptions as Table B-1. Using past land sales transactions on former Fort Ord where FORA received 50% of the proceeds, FORA determined an underlying land value of \$172,000 per acre of land. This value was applied to future available development acres to forecast land sale revenue, assuming the land sale would precede actual development by one year. As in Table B-1, FORA staff calculated FORA's 50% share of the projected land sales proceeds, then deducted estimated caretaker costs, FORA costs, and other obligations (Initiatives, Petitions, Pollution Legal Liability Insurance, etc.) from the land sales revenue projections. Finally, FORA staff applied a discount rate of 4.85% prior to determining net FORA land sales proceeds.

OBLIGATORY PROJECT OFFSETS AND REMAINING OBLIGATIONS

Project #	Project Title	Project Limits	TAMC Reallocation Study 2005		FORA Offsets 2005-2015	FORA Remaining Obligation	FORA Remaining Obligation Inflated
			TOTAL COST	FORA PORTION			
<b>Regional Improvements</b>							
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	-	21,844,326	22,540,523
R10	Hwy 1-Monterey Rd. Interchange	Construct new interchange at Monterey Road	19,100,000	2,496,648	-	3,568,690	3,682,427
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	-	10,137,494	10,460,585
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	-	-
<b>Subtotal Regional</b>			<b>270,976,000</b>	<b>25,094,722</b>	<b>312,205</b>	<b>35,550,510</b>	<b>36,683,535</b>
<b>Off-Site Improvements</b>							
1	Davis Rd n/o Blanco	Widen to 4 lanes from the SR 183 bridge to Blanco	3,151,000	506,958	-	724,642	747,737
2B	Davis Rd s/o Blanco	Widen to 4 lanes from Blanco to Reservation; Build 4 lane bridge over Salinas River	22,555,000	8,654,502	462,978	11,872,366	12,250,749
4D	Widen Reservation-4 lanes to WG	Widen to 4 lanes from existing 4 lane section East Garrison Gate to Watkins Gate	10,100,000	3,813,916	476,584	4,861,777	5,016,726
4E	Widen Reservation, WG to Davis	Widen to 4 lanes from Watkins Gate to Davis Rd	5,500,000	2,216,321	-	3,167,992	3,268,959
8	Crescent Ave extend to Abrams	Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2)	906,948	906,948	-	1,296,385	1,337,702
<b>Subtotal Off-Site</b>			<b>42,212,948</b>	<b>16,098,645</b>	<b>939,562</b>	<b>21,923,162</b>	<b>22,621,872</b>
<b>On-Site Improvements</b>							
FO2	Abrams	Construct a new 2-lane arterial from intersection with 2nd Ave easterly to intersection with Crescent Court extension	759,569	759,569	-	1,085,722	1,120,325
FO5	8th Street	Upgrade/construct new 2-lane arterial from 2 <sup>nd</sup> Ave to Intergarrison Rd	4,340,000	4,340,000	1,018,890	6,161,859	5,306,880
FO6	Intergarrison	Upgrade to a 4-lane arterial from Eastside Rd to Reservation	4,260,000	4,260,000	1,559,469	4,177,827	4,310,978
FO7	Gigling	Upgrade/Construct new 4-lane arterial from General Jim Moore Blvd easterly to Eastside Rd	5,722,640	5,722,640	353,510	7,723,385	7,969,536
FO9B (Ph-II)	GJM Blvd-Normandy to McClure	Widen from 2 to 4 lanes from Normandy Rd to McClure	24,065,000	24,065,000	6,252,156	-	-
FO9B (Ph-III) [1]	GJM Blvd-s/o McClure to s/o Coe	Widen from 2 to 4 lanes from McClure to Coe			3,476,974	-	-
FO9C	GJM Blvd-s/o Coe to S Boundary	Widen from 2 to 4 lanes from s/o Coe to South Boundary Rd			13,698,746	1,010,497	1,042,702
FO11	Salinas Ave	Construct new 2 lane arterial from Reservation Rd southerly to Abrams Dr	3,038,276	3,038,276	-	4,342,888	4,481,300
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	496,803	512,637
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	17,357,353	17,910,547
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	3,149,893	3,250,283
<b>Subtotal On-Site</b>			<b>63,036,919</b>	<b>63,036,919</b>	<b>32,536,786</b>	<b>45,506,227</b>	<b>45,905,187</b>
<b>Transportation Totals</b>			<b>376,225,867</b>	<b>104,230,286</b>	<b>33,788,553</b>	<b>102,979,899</b>	<b>105,210,594</b>
[1] Remaining construction may be phased in future CIP documents based on available funds and habitat/environmental clearance.							
<b>Transit Capital Improvements</b>							
T3	Transit Vehicle Purchase/Replace	15 busses	15,000,000	6,298,254	378,950	8,544,796	8,817,126
T22	Intermodal Centers	(PFIP T-31) includes 3 elements: 1. Intermodal Transportation Center @ 1st. Avenue South of 8th. Street 2. Park and Ride Facility @ 12th Street and Imjin, and 3. Park and Ride Facility @ 8th. Street and Gigling	3,800,000	4,786,673	-	6,655,674	6,867,796
<b>Transit Totals</b>			<b>18,800,000</b>	<b>11,084,926</b>	<b>378,950</b>	<b>15,200,470</b>	<b>15,684,922</b>
<b>Transportation/Transit Totals</b>			<b>395,025,867</b>	<b>115,315,212</b>	<b>34,167,503</b>	<b>118,180,369</b>	<b>120,895,516</b>
<b>Previous Offsets 1995 - 2004</b>							
<b>1. Transportation/Transit - TAMC Study 1995</b>							
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	
<b>2. Storm Drainage System</b>							
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	
<b>TOTAL CUMULATIVE OFFSETS AGAINST TRANSPORTATION/TRANSIT AND STORM DRAINAGE PROJECTS TO DATE</b>						<b>68,035,102</b>	

TRANSPORTATION NETWORK AND TRANSIT ELEMENTS

Lead Agency		Regional Improvements								
Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#	
TAMC/Caltrans	R3a	Hwy 1-Del Monte-Fremont-MBL					22,540,523	22,540,523	R3	
TAMC/Caltrans	R10	Hwy 1-Monterey Rd. Interchange					3,682,427	3,682,427	R10	
TAMC/Caltrans	R11	Hwy 156-Freeway Upgrade				5,000,000	5,460,585	10,460,585	R11	
<b>Subtotal Regional</b>		-	-	-	5,000,000	5,460,585	26,222,950	36,683,535		

Off-Site Improvements		Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
Monterey County	1	Davis Rd north of Blanco		500,000	247,737					747,737	1
Monterey County	2B	Davis Rd south of Blanco	400,000		6,000,000	2,600,000	3,250,749			12,250,749	2B
Monterey County	4D	Widen Reservation-4 lanes to WG			1,500,000	1,500,000	2,016,726			5,016,726	4D
Monterey County	4E	Widen Reservation, WG to Davis			1,000,000	1,000,000	1,268,959			3,268,959	4E
City of Marina	8	Crescent Ave extend to Abrams	200,000	200,000	550,000	387,702				1,337,702	8
<b>Subtotal Off-Site</b>			600,000	700,000	9,297,737	5,487,702	6,536,434	-		22,621,872	

On-Site Improvements		Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
City of Marina	FO2	Abrams	200,000	200,000	720,325					1,120,325	FO2
City of Marina	FO5	8th Street			2,500,000	2,000,000	806,880			5,306,880	FO5
FORA	FO6	Intergarrison		500,000	1,500,000	1,500,000	810,978			4,310,978	FO6
FORA	FO7	Gigling		500,000	3,500,000	2,969,536	1,000,000			7,969,536	FO7
FORA	FO9C	GJM Blvd			1,042,702					1,042,702	FO9C
City of Marina	FO11	Salinas Ave			2,200,000	2,281,300				4,481,300	FO11
FORA	FO12	Eucalyptus Road			512,637					512,637	FO12
FORA	FO13B	Eastside Parkway	950,000	2,050,000	4,000,000	5,000,000	5,910,547			17,910,547	FO13B
FORA	FO14	South Boundary Road Upgrade	950,000	1,050,000	1,250,283					3,250,283	FO14
<b>Subtotal On-Site</b>			2,100,000	4,300,000	17,225,947	13,750,836	8,528,405	-		45,905,187	

<b>Transportation Totals</b>	2,700,000	5,000,000	26,523,684	24,238,538	20,525,424	26,222,950	105,210,594
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Transit Capital Improvements		Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
MST	T3	Transit Vehicle Purchase/Replace			2,000,000	2,000,000	2,000,000	2,817,126		8,817,126	T3
MST	T22	Intermodal Centers			1,000,000	1,000,000	2,000,000	2,867,796		6,867,796	T22
<b>Subtotal Transit</b>			-	-	3,000,000	3,000,000	4,000,000	5,684,922		15,684,922	

<b>Transportation and Transit GRAND TOTALS</b>	2,700,000	5,000,000	29,523,684	27,238,538	24,525,424	31,907,872	120,895,516
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**SUMMARY OF CAPITAL IMPROVEMENT PROGRAM 2015/16 - POST FORA**

	2005-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post FORA	2015-16 to Post FORA Total
<b>A. CIP PROJECTS FUNDED BY CFD DEVELOPMENT FEES</b>								
<b>Dedicated Revenues</b>								
Development Fees	28,387,335	5,585,000	11,906,000	15,356,000	23,344,000	31,653,000	78,632,000	166,476,000
<b>Other Revenues</b>								
Property Taxes	5,796,078	379,468	553,386	1,082,753	1,747,155	2,740,170	-	6,502,932
Loan Proceeds (1)	7,926,754							-
Federal Grants (2)	6,426,754							-
CSU Mitigation fees	2,326,795							-
Miscellaneous (Rev Bonds, Interest, CFD credit)	3,578,191	70,000	-	-	-	-	-	70,000
<b>TOTAL REVENUES</b>	<b>54,441,907</b>	<b>6,034,468</b>	<b>12,459,386</b>	<b>16,438,753</b>	<b>25,091,155</b>	<b>34,393,170</b>	<b>78,632,000</b>	<b>173,048,932</b>
<b>Expenditures</b>								
<b>Projects</b>								
Transportation/Transit	34,167,503	2,700,000	5,000,000	29,523,684	27,238,538	24,525,424	31,907,872	120,895,516
Water Augmentation [CEQA Mitigation]	561,780		1,190,600	1,535,600	2,334,400	3,165,300	15,789,748	24,015,648
Storm Drainage System [Completed by 2005]	[Table 1]							-
Habitat Management	7,665,830	1,756,670	3,595,612	4,637,512	7,049,888	6,144,144	9,150,344	32,334,170
Fire Rolling Stock	1,160,000	-	-	-	-	-	-	-
<b>Total Projects</b>	<b>43,555,113</b>	<b>4,456,670</b>	<b>9,786,212</b>	<b>35,696,796</b>	<b>36,622,826</b>	<b>33,834,868</b>	<b>56,847,964</b>	<b>177,245,334</b>
<b>Other Costs &amp; Contingency (3)</b>								
Additional CIP Costs	3,034,400	-	-	-	-	-	18,134,327	18,134,327
Habitat Mgt. Contingency	930,874	91,433	-	-	-	-	20,283,097	20,374,530
CIP/FORA Costs	1,325,690	579,315	400,000	400,000	400,000	395,491	-	2,174,806
Property Tax Sharing Costs	37,947	37,947	55,339	108,275	174,716	274,017	-	650,293
Other Costs (Debt Service) (4)	5,595,830	850,000	1,000,000	1,000,000	1,935,055	-	-	4,785,055
<b>Total Other Costs &amp; Contingency</b>	<b>10,886,794</b>	<b>1,558,695</b>	<b>1,455,339</b>	<b>1,508,275</b>	<b>2,509,771</b>	<b>669,508</b>	<b>38,417,424</b>	<b>46,119,012</b>
<b>TOTAL EXPENDITURES</b>	<b>54,441,907</b>	<b>6,015,365</b>	<b>11,241,551</b>	<b>37,205,071</b>	<b>39,132,597</b>	<b>34,504,376</b>	<b>95,265,388</b>	<b>223,364,346</b>
<b>Net Annual Revenue</b>		19,103	1,217,835	(20,766,319)	(14,041,441)	(111,206)	(16,633,388)	
<b>Beginning Balance</b>		-	19,103	1,236,938	(19,529,380)	(33,570,822)	(33,682,027)	
<b>Ending Balance CFD &amp; Other</b>		19,103	1,236,938	(19,529,380)	(33,570,822)	(33,682,027)	(50,315,416)	(50,315,414)
<b>B. CIP PROJECTS FUNDED BY LAND SALE REVENUES</b>								
<b>Dedicated Revenues</b>								
Land Sales (5)	49,221,940	485,000	1,738,675	8,297,335	14,098,869	8,069,980	8,577,687	41,267,547
Land Sales - Credits	6,767,300		6,750,000	12,659,700	-	-	-	19,409,700
Other Revenues (6)	1,425,000							-
Loan Proceeds (1)	7,500,000	3,000,000	-	-	-	-	-	3,000,000
<b>Total Revenues</b>	<b>64,914,240</b>	<b>3,485,000</b>	<b>8,488,675</b>	<b>20,957,035</b>	<b>14,098,869</b>	<b>8,069,980</b>	<b>8,577,687</b>	<b>63,677,247</b>
<b>Expenditures</b>								
<b>Projects</b>								
Building Removal	28,767,300	6,500,000	6,750,000					13,250,000
Other Costs (Loan Pay-off, Debt Financing)	17,817,383	69,500	3,120,000					3,189,500
<b>TOTAL PROJECTS</b>	<b>46,584,683</b>	<b>6,569,500</b>	<b>9,870,000</b>					<b>16,439,500</b>
<b>Other Costs &amp; Contingency (7)</b>								
Transfer to FORA Reserve	-	10,000,000	-	-	-	-	-	10,000,000
Building Removal Contingency	-	5,000,000	-	-	-	-	-	5,000,000
<b>Total Other Costs &amp; Contingency</b>		<b>15,000,000</b>						<b>15,000,000</b>
<b>TOTAL EXPENDITURES</b>	<b>46,584,683</b>	<b>21,569,500</b>	<b>9,870,000</b>					<b>31,439,500</b>
<b>Net Annual Revenue</b>	18,329,557	(18,084,500)	(1,381,325)	20,957,035	14,098,869	8,069,980	8,577,687	
<b>Beginning Balance</b>	-	18,329,557	245,057	(1,136,268)	19,820,767	33,919,636	41,989,617	
<b>Ending Balance Land Sales &amp; Other</b>	<b>18,329,557</b>	<b>245,057</b>	<b>(1,136,268)</b>	<b>19,820,767</b>	<b>33,919,636</b>	<b>41,989,617</b>	<b>50,567,304</b>	<b>50,567,304</b>
<b>TOTAL ENDING BALANCE-ALL PROJECTS</b>		<b>264,161</b>	<b>100,670</b>	<b>291,387</b>	<b>348,815</b>	<b>8,307,590</b>	<b>251,888</b>	<b>251,890</b>

### Table 3 CIP Summary Table 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.
- (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) "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 basewide 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.
- (4) "Other Costs (Debt Service)" payment of borrowed funds, principal and interest ( see #1 'Loan Proceeds'). On June 20, 2014, the FORA Board approved a 17% FORA CFD Special Tax reduction per EPS's CIP Study Phase III; the study also showed that FORA operations costs through 2020 will be offset by the \$7.9M loan repayment from the CFD tax/Developer Fee.
- (5) 'Land Sales' 2005-2015 total column includes land sale proceeds from the Preston Park acquisition by the City of Marina in June 2015.
- (6) 'Other revenues' applied against building removal includes Abrams B loan repayment of \$1,425,000.
- (7) 'Transfers and Contingency' – note pending to Board's approval of the FY 15-16 Annual Budget.

TABLE 4

## Community Facilities District Revenue

	Number	Jurisdiction	2015-16 to Post-FORA Total	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<b><u>New Residential</u></b>									
Marina Heights	1050	MAR	24,442,950	1,769,204	3,352,176	4,190,220	4,329,894	4,190,220	6,611,236
The Promontory		MAR	-	-	-	-	-	-	-
Dunes on Monterey Bay	1237	MAR	25,746,574	1,396,740	2,095,110	2,095,110	2,095,110	2,095,110	15,969,394
TAMC Planned	200	MAR	4,655,800	-	-	-	2,327,900	2,327,900	-
CSUMB Planned		CSU	572,663	-	-	174,593	174,593	174,593	48,886
UC Planned	240	UC	5,586,960	-	931,160	931,160	931,160	931,160	1,862,320
East Garrison I	1472	MCO	28,167,590	2,095,110	2,095,110	2,560,690	2,560,690	2,560,690	16,295,300
Seaside Highlands Homes	152	SEA	-	-	-	-	-	-	-
Seaside Resort Housing	126	SEA	2,816,759	46,558	46,558	46,558	93,116	139,674	2,444,295
Seaside Planned	987	SEA	23,185,884	-	3,142,665	-	2,327,900	9,078,810	8,636,509
Del Rey Oaks Planned	691	DRO	16,085,789	-	-	-	-	3,026,270	13,059,519
Other Residential Planned	8	Various	-	-	-	-	-	-	-
<b><u>Existing/Replacement Residential</u></b>									
Preston Park	352	MAR	-	-	-	-	-	-	-
Cypress Knolls	400	MAR	9,311,600	-	-	-	2,327,900	2,327,900	4,655,800
Abrams B	192	MAR	-	-	-	-	-	-	-
MOCO Housing Authority	56	MAR	-	-	-	-	-	-	-
Shelter Outreach Plus	39	MAR	-	-	-	-	-	-	-
Veterans Transition Center	13	MAR	-	-	-	-	-	-	-
Interim Inc	11	MAR	-	-	-	-	-	-	-
Sunbay (former Thorson Park)	297	SEA	-	-	-	-	-	-	-
Brostrom	225	SEA	-	-	-	-	-	-	-
Seaside Highlands	228	SEA	-	-	-	-	-	-	-
<b><u>Office</u></b>									
Del Rey Oaks Planned		DRO	80,126	-	80,126	-	-	-	-
Monterey Planned		MRY	144,532	-	-	-	-	-	144,532
East Garrison I Office Development		MCO	6,811	-	2,804	-	2,003	-	2,003
Imjin Office Park		MAR	4,207	4,207	-	-	-	-	-
Dunes on Monterey Bay		MAR	114,179	-	10,016	10,016	20,031	20,031	54,085
Cypress Knolls Community Center		MAR	3,205	-	-	3,205	-	-	-
Interim Inc. - Rockrose Gardens		MAR	-	-	-	-	-	-	-
				5,909	5,909	5,909	5,909	5,909	11,819
TAMC Planned		MAR	8,013	-	-	-	4,006	4,006	-
Seaside Planned		SEA	90,542	-	-	-	20,432	-	70,110
UC Planned		UC	40,063	-	-	8,013	8,013	8,013	16,025

TABLE 4

## Community Facilities District Revenue

	Number	Jurisdiction	2015-16 to Post-FORA Total	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<b><u>Industrial</u></b>									
Monterey Planned		MRY	37,908	-	-	-	-	-	37,908
Industrial -- City Corp. Yard		MAR	-	-	-	-	-	-	-
Dunes on Monterey Bay		MAR	-	-	-	-	-	-	-
Cypress Knolls Support Services		MAR	1,052	-	-	1,052	-	-	-
Marina Planned		MAR	-	-	-	-	-	-	-
TAMC Planned		MAR	6,135	-	-	-	3,067	3,067	-
Seaside Planned		SEA	21,966	-	-	-	-	21,966	-
UC Planned		UC	17,528	-	-	3,506	3,506	3,506	7,011
<b><u>Retail</u></b>									
Del Rey Oaks Planned		DRO	28,890	-	28,890	-	-	-	-
East Garrison I Retail		MCO	231,122	-	115,561	115,561	-	-	-
Cypress Knolls Community Center		MAR	-	-	-	-	-	-	-
Dunes on Monterey Bay		MAR	1,063,162	173,342	-	889,820	-	-	-
TAMC Planned		MAR	433,354	-	-	-	216,677	216,677	-
Seaside Resort Golf Clubhouse		SEA	94,182	94,182	-	-	-	-	-
Seaside Planned		SEA	9,629,126	-	-	1,733,416	3,995,524	-	3,900,186
UC Planned		UC	1,817,198	-	-	303,348	453,577	303,348	756,925
<b><u>Hotel (rooms)</u></b>									
Del Rey Oaks Planned	550	DRO	2,854,500	-	-	-	-	2,854,500	-
Dunes - Limited Service	100	MAR	-	-	-	-	-	-	-
Dunes - Full Service	400	MAR	2,076,000	-	-	2,076,000	-	-	-
Seaside Golf Course Hotel	330	SEA	1,712,700	-	-	207,600	145,320	1,359,780	-
Seaside Golf Course Timeshares	170	SEA	882,300	-	-	-	-	-	882,300
Seaside Planned	570	SEA	4,463,400	-	-	-	1,297,500	-	3,165,900
UC Planned	0	UC	-	-	-	-	-	-	-
<b>Total</b>			<b>\$ 166,476,000</b>	<b>\$ 5,585,000</b>	<b>\$ 11,906,000</b>	<b>\$ 15,356,000</b>	<b>\$ 23,344,000</b>	<b>\$ 31,653,000</b>	<b>\$ 78,632,000</b>

**TABLE 5**  
**Land Sale Revenue**

	Jurisdiction	2015-16 to Post-FORA Total	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<b><u>New Residential</u></b>								
Seaside Planned	SEA	25,931,951	-	-	2,953,312	11,690,684	11,287,955	-
Del Rey Oaks Planned	DRO	17,000,000	-	-	-	17,000,000	-	-
Other Residential Planned	Various	-	-	-	-	-	-	-
<b><u>Existing/Replacement Residential</u></b>								
Preston Park	MAR	-	-	-	-	-	-	-
Cypress Knolls	MAR	12,081,713	-	-	2,953,312	2,997,611	3,042,576	3,088,214
<b><u>Office</u></b>								
Marina Planned	DRO	-	-	-	-	-	-	-
Monterey Planned	MRY	8,769,070	-	-	-	-	-	8,769,070
Cypress Knolls Community Center	MAR	1,270,000	1,270,000	-	-	-	-	-
Seaside Planned	SEA	5,421,286	-	-	1,185,509	-	1,197,393	3,038,385
<b><u>Industrial</u></b>								
Monterey Planned	MRY	2,299,943	-	-	-	-	-	2,299,943
Cypress Knolls Support Services	MAR	60,117	-	60,117	-	-	-	-
Seaside Planned	SEA	1,293,597	-	-	-	1,293,597	-	-
<b><u>Retail</u></b>								
Del Rey Oaks Planned	DRO	-	-	-	-	-	-	-
Cypress Knolls Community Center	MAR	-	-	-	-	-	-	-
Seaside Planned	SEA	26,321,212	-	4,738,292	10,921,763	-	5,212,121	5,449,036
<b><u>Hotel (rooms)</u></b>								
Del Rey Oaks Planned	DRO	-	-	-	-	-	-	-
Seaside Planned	SEA	3,892,632	-	-	1,131,579	-	905,263	1,855,789
Subtotal: Estimated Transactions		104,341,521	1,270,000	4,798,409	19,145,474	32,981,893	21,645,308	24,500,437
FORA Share - 50%		52,170,761	635,000	2,399,205	9,572,737	16,490,946	10,822,654	12,250,219
Estimated Caretaker/Property Mgt. Costs		(2,083,202)	(150,000)	(576,204)	(451,043)	(239,591)	(142,927)	(523,437)
Other obligations (Initiatives, Petitions, PLL, etc.)		(1,714,423)	-	-	-	-	(857,212)	(857,212)
FORA Costs		(69,336)	-	-	-	-	(69,336)	-
I-Bank Loan Pay-Off		(3,000,000)	-	(1,000,000)	(1,000,000)	(1,000,000)	-	-
Net FORA Land Sales Proceeds		48,303,800	485,000	1,823,001	9,121,694	16,251,355	9,753,179	10,869,570
Net Present Value (4.85% Discount Rate)		41,267,547	485,000	1,738,675	8,297,335	14,098,869	8,069,980	8,577,687

Note #1: FORA and local jurisdiction split net land sales revenue 50/50 with FORA. Actual land sales revenue may vary from that shown here.

Note #2: Assumes per acre value of \$172,000 and that values escalate by 1.5% annually.

# Appendix A

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

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

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

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

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

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

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

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

The Fee was established in February 1999 by Resolution 99-1. Section 1 of that Resolution states that "(FORA) shall levy a development fee in the amounts listed for each type of development in the... fee schedule until such time as ... the schedule is amended by (the) board." The CFD Tax was established in February 2002 by Resolution 02-1. Section IV of that CFD Resolution, beginning on page B-4,

describes “Maximum Special Tax Rates” and “Increase in the Maximum Special Tax Rates.” That section requires the Tax to be established on the basis of costs during the “...immediately preceding Fiscal Year...” The Tax is adjusted annually on the basis of “...Construction Cost Index applicable to the area in which the District is located...”<sup>1</sup>

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

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

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

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

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<sup>1</sup> The pertinent paragraph reads as follows:

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

Appendix B  
FY 2015/16 through Post-FORA Development Forecasts

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

Land Use Type	Jurisdiction	Built	Forecast plus built	DRAFT						
				2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<b><u>New Residential</u></b>										
Marina Heights (Entitled)	MAR		1,050	76	144	180	186	180	141	143
The Promontory (Entitled)	MAR									
Dunes (Entitled)	MAR	131	1,237	60	90	90	90	90	50	636
TAMC (Planned)	MAR		200				100	100		
Marina Subtotal			2,487							
CSUMB (Planned)	CSU					150	150	150	42	
UC (Planned)	UC		240		40	40	40	40	40	40
East Garrison I (Entitled)	MCO	260	1,470	90	90	110	110	110	110	590
Seaside Highlands (Entitled)	SEA	152	152							
Seaside Resort (Entitled)	SEA	3	124	2	2	2	4	6	53	52
Seaside (Planned)	SEA		996		135		100	390	371	
Seaside Subtotal			1,272							
Del Rey Oaks (Planned)	DRO		691					130	287	274
Other Residential (Planned)	Various	-	-	-	-	-	-	-	-	-
Subtotal		546	6,160	228	501	422	630	1,046	1,052	1,735
<b><u>Existing/Replacement Residential</u></b>										
Preston Park (Entitled)	MAR	352	352							
Cypress Knolls (Planned)	MAR		400				100	100	100	100
Abrams B (Entitled)	MAR	192	192							
MOCO Housing Authority (Entitled)	MAR	56	56							
Shelter Outreach Plus (Entitled)	MAR	39	39							
VTC (Entitled)	MAR	13	13							
Interim Inc (Entitled)	MAR	11	11							
Sunbay (Entitled)	SEA	297	297							
Bayview (Entitled)	SEA	225	225							
Seaside Highlands (Entitled)	SEA	228	228							
Subtotal		1,413	1,813	-	-	-	100	100	100	100
<b>TOTAL EXISTING RESIDENTIAL</b>			<b>1,813</b>							
<b>Total</b>		<b>1,959</b>	<b>7,973</b>	<b>228</b>	<b>501</b>	<b>422</b>	<b>730</b>	<b>1,146</b>	<b>1,152</b>	<b>1,835</b>

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

DRAFT				DRAFT						
Land Use Type	Jurisdiction	Built	Forecast plus built	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Office</b>										
Del Rey Oaks (Planned)	DRO		400,000		400,000					
Monterey (Planned)	MRY		721,524							721,524
East Garrison I (Entitled)	MCO		34,000		14,000		10,000		10,000	
Imjin Office Park (Entitled)	MAR	28,000	49,000	21,000						
Dunes (Entitled and Planned)	MAR	190,000	760,000		50,000	50,000	100,000	100,000		270,000
Cypress Knolls (Planned)	MAR		16,000			16,000				
Interim Inc. (Entitled)	MAR	14,000	14,000							
Marina (Planned)			206,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
TAMC (Planned)	MAR		40,000				20,000	20,000		
Seaside (Planned)	SEA		452,000				102,000		100,000	250,000
UC (Planned)	UC	-	200,000	-	-	40,000	40,000	40,000	40,000	40,000
Subtotal		232,000	2,893,024	50,500	493,500	135,500	301,500	189,500	179,500	1,311,024
<b>Industrial</b>										
Monterey (Planned)	MRY		216,275							216,275
Marina CY (Entitled)	MAR	12,300	12,300							
Dunes (Planned)	MAR		-	-	-	-				
Cypress Knolls (Planned)	MAR		6,000			6,000				
Marina Airport (Entitled)	MAR	250,000	250,000							
TAMC (Planned)	MAR		35,000				17,500	17,500		
Seaside (Planned)	SEA		125,320					125,320		
UC (Planned)	UC	38,000	138,000	-	-	20,000	20,000	20,000	20,000	20,000
Subtotal		300,300	782,895	-	-	26,000	37,500	162,820	20,000	236,275
<b>Retail</b>										
Del Rey Oaks (Planned)	DRO		5,000		5,000					
East Garrison I (Entitled)	MCO		40,000	-	20,000	20,000				
Cypress Knolls (Planned)	MAR		-							
Dunes (Entitled)	MAR	368,000	706,000	30,000		154,000				
TAMC (Planned)	MAR		75,000	-	-	-	37,500	37,500	-	-
Seaside Resort (Entitled)	SEA		16,300	16,300						
Seaside (Planned)	SEA		1,666,500			300,000	691,500	-	330,000	345,000
UC (Planned)	UC		314,500	-	-	52,500	78,500	52,500	52,500	78,500
Subtotal		368,000	2,823,300	46,300	25,000	526,500	807,500	90,000	382,500	423,500
<b>Hotel (rooms)</b>										
Del Rey Oaks (Planned)	DRO		550					550		
Dunes (Entitled)	MAR	108	108							
Dunes (Entitled)	MAR		400			400				
Seaside Resort (Entitled)	SEA		330			40	28	262		
Seaside Resort TS (Entitled)	SEA		170							170
Seaside (Planned)	SEA		860				250		200	410
UC (Planned)	UC	-	-	-	-	-	-	-	-	-
Subtotal		108	2,418	-	-	440	278	812	200	580

## Appendix C

### Building Removal Program to Date

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

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

Lessons learned from the FORA PDP project:

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

#### FORA Survey for Hidden Asbestos 1997

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

The survey for hidden asbestos showed:

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

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

#### FORA Hierarchy of Building Reuse 1998

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

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

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

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

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

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

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

#### FORA Waste Characterization Protocol 2001

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

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

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

#### FORA Building Removal for 12<sup>th</sup> Street/Imjin Parkway 2002

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

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

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

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

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

#### Dune WWII Building Removal 2005

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

#### East Garrison Building Removal 2006 thru 2007

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

#### Imjin Office Park Building Removal 2007

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

### FORA Removal of Building 4470 in Seaside 2011

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

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

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

### Continuing FORA support for CSUMB Building Removal Projects

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

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



### Fort Ord Reuse Authority

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## Appendix D

Materials for Item 7(d)(ii)  
Admin. Comm. Meeting, 7/18/12

# MEMORANDUM

Date: July 18, 2012

To: Fort Ord Reuse Authority ("FORA") Administrative Committee

CC: Michael A. Houlemard, Jr., Executive Officer  
Steve Endsley, Assistant Executive Officer

From: Jonathan Garcia, Senior Planner

Re: **Caretaker Costs, item 7(d)(ii)**

The purpose of this memo is to provide background information on Caretaker/Property Management Costs on former Fort Ord. Over the last few months, Caretaker Costs have been discussed in conjunction with the FORA Capital Improvement Program ("CIP") Review - Phase II study/formulaic approach. It was suggested that FORA staff provide additional background on Caretaker costs for future discussion. In preparation of this memo, FORA staff reviewed background material on caretaker costs from the late 1990's to present.

Caretaker status has been defined by U.S. Army regulation as "the minimum required staffing to maintain an installation in a state of repair that maintains safety, security, and health standards." This Army term may have generated the context of FORA's analysis of Caretaker costs in the late 1990's. Caretaker costs were first described in the FORA CIP in FY 2001/2002 as a \$14 million dollar cost with footnote reading: "Costs associated with potential delays in redevelopment and represent interim capital costs associated with property maintenance prior to transfer for development (as per Keyser-Marston truthing of caretaker and other costs)."

FORA has maintained Caretaker costs in its annual CIPs since the initial FY 2001/2002 CIP. Within the last five years, FORA and County of Monterey Office of Housing and Redevelopment staff discussed property management costs associated with the County's habitat property described in the draft Fort Ord Habitat Conservation Plan ("HCP"). FORA and its HCP consultant note that trails planning/maintenance costs for public access on these properties are costs that the U.S. Fish and Wildlife Service/California Department of Fish and Game do not allow to be funded by the HCP, but should be funded by other jurisdictional resources.

During FORA's CIP review - Phase I Study, concluded in May 2011, FORA's Financial Consultant recommended that Caretaker/Property Management costs be removed from FORA's CIP Contingencies since no costs had been defined. FORA jurisdictions requested that Caretaker costs be added back in order to cover basewide property management costs, should they be demonstrated.

FORA expended \$20,000 in the previous fiscal year toward Monterey County's Fort Ord Recreational Habitat Area ("FORHA") Master Plan preparation process, in which the County has undertaken planning for a proposed trail system. This line item is wholly dependent on whether sufficient revenue is received during the fiscal year. In its current CIP, FORA maintains a \$12.2 million dollar line item for



# Fort Ord Reuse Authority

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caretaker costs. FORA Assessment District Counsel opined that FORA Community Facilities District Special Tax payments cannot fund caretaker costs. For this reason, funding for Caretaker costs would have to come from FORA's 50% share of lease and land sales proceeds on former Fort Ord, any reimbursements to those fund balances, or other designated resources should they materialize.

From approximately 2000 to 2004, the U.S. Army entered into Cooperative/Caretaker Agreements with the City of Marina, the City of Seaside, and the County of Monterey. Below are two tables summarizing the agreement periods, amounts of funding involved, and an example of tasks included in these agreements. It is noted that these tables are not a comprehensive summary of the Army's caretaker agreements with the jurisdictions, but provide additional information on the subject.

### Cooperative/Caretaker Agreements between the U.S. Army and former Fort Ord Jurisdictions

Summary of Caretaker Agreement Periods	Marina Funding	Seaside Funding	County Funding
July 2000 – June 2001		\$647,512	
July 2002 – December 2002	\$50,694		
July 2002 – June 2003		\$52,736	\$49,500
July 2002 – June 2003	\$49,902	\$57,808	\$156,672
October 2003- June 2004	\$7,875	\$37,773	\$74,754
<b>Totals</b>	<b>\$324,308</b>	<b>\$364,154</b>	<b>\$496,763</b>

### Description of tasks in Marina Caretaker Agreement for Period July – December 2002

Task #	Description	Budget
1	Tree Trimming	\$6,240
2	Mowing	\$10,000
3	Pavement Patching	\$3,425
4	Centerline/Stenciling	\$5,560
5	Barricades	\$3,100
6	Traffic Signs	\$2,080
7	Catch Basin/Storm Drain Maint.	\$1,600
8	Vacant Buildings	\$7,025
9	Vegetation Control/Spraying	\$2,055
13	Paving/Slurry Seal	\$5,000
14	Administration (10% of total)	\$4,608.50
	<b>Totals</b>	<b>\$50,693.50</b>



**DRAFT**  
FY 2015/16  
Capital Improvement  
Program

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## I. EXECUTIVE SUMMARY

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The Fort Ord Reuse Authority (FORA) Capital Improvement Program (CIP) was created in 2001 to comply with and monitor mitigation obligations from the 1997 Fort Ord Base Reuse Plan (BRP). These mitigation obligations ~~were~~ described in the BRP Appendix B as the 1996 Public Facilities Implementation Plan (PFIP) – which was the initial capital programming baseline. The CIP is a policy approval mechanism for the ongoing BRP mitigation requirements as well as other capital improvements established by FORA Board policy ~~decisions~~. The CIP is re-visited annually by the FORA Board to assure that projects are implemented on a timely basis.

This FY 201~~5~~4/165 – “Post-FORA” CIP document has been updated with reuse forecasts by the FORA land use jurisdictions and adjusted to reflect staff analysis and Board policies. Adjusted annual forecasts are enumerated in the CIP Appendix B. Forecasted capital project timing is contrasted with FY 201~~3~~4/154 adopted timing, outlining adjustments. See Tables 2 & 3, depicting CIP project forecasts.

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

### 1) Periodic CIP Review and Reprogramming

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

During last year’s CIP reprogramming, ~~th~~e Finance Committee reviewed the FY 2014/15 CIP budget as a component of the overall FORA mid-year and preliminary budgets. They ~~made known~~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 2015/16 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 B) and correlate accordingly, 2) Basic 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 ~~will~~ review submitted jurisdiction forecasts, using the methodology outlined in #2, translated into number of building permits expected to be pulled from July 1 to June 30 of the prospective fiscal year and consider permitting and market constraints in making additional revisions; and 4) FORA Administrative and CIP Committees ~~will~~ 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% FY 2014/15 CFD/Development Fee rate recommendation for a 17% fee reduction which took to take effect on July 5, 2014.

## 2) 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 those costs have been adjusted to reflect actual changes in construction expenses noted in contracts awarded on the former Fort Ord and to reflect the Engineering News Record (ENR) Construction Cost Index (CCI) inflation factors. This routine procedure has been applied annually since the adoption of the CIP – excepting 2011, at Board direction. Following a competitive selection process in 1997, the FORA Board selected Marina Coast Water District (MCWD) as the purveyor to own and operate water and wastewater systems on the former Fort Ord. By agreement with FORA, MCWD is tasked to assure that Water and Wastewater Systems Capital Improvement Programs are in place and implemented to accommodate repair, replacement and expansion of the systems. As part of MCWD's budget process, the FORA Board considers the Ord Community Water/Wastewater Systems Proposed Compensation Plan each year as specified in the FORA-MCWD Facilities Agreement. Therefore, the FORA CIP does not duplicate the Ord Community Water/Wastewater Systems CIP considered annually by the FORA Board. The Phase III CIP Review study results were applied and are submitted for FORA Board consideration in this CIP.

## 3) CIP Revenues

The primary CIP revenue sources are CFD special taxes, ~~development fees~~, and land sale proceeds. These primary sources are augmented by loans, property taxes and grants. The CFD has been adjusted annually to account for inflation, with an annual cap of 5%. Development ~~fees~~ were established under FORA policy to govern fair share contributions to the basewide infrastructure and capital needs. CFD/Development Fee reductions are described in section 1) of this Executive Summary.

The CFD implements a portion of the ~~development fee~~ policy and funds mitigations described in the BRP Final Environmental Impact Report (FEIR). The FORA CFD pays CIP costs including Transportation/Transit projects, Habitat Management obligations, and Water Augmentation, Water and Wastewater Collection Systems improvements, Storm Drainage System improvements and Fire Fighting Enhancement. Land sale proceeds are earmarked designated to cover costs associated with the 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 of this document.

## 4) Projects Accomplished to Date

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

- a) \$77.6M 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.

- a)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) \$82M in munitions and explosives of concern cleanup on ~~the~~ 3.3K acres of former Fort Ord Economic Development Conveyance ~~(and other) acres-properties~~, funded by a US Army grant ~~and property tax payments~~.
- b)d) \$1.1 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.
- e)e) \$2931.3M 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 \$6.1M = \$2.2M Marina Stockade and \$3.9M Seaside Surplus II.) See Section II f for additional background.~~
- e)f) \$192M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, Water Augmentation obligations, and Fire Fighting Enhancement.

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

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

## II. OBLIGATORY PROGRAM OF PROJECTS – DESCRIPTION OF CIP ELEMENTS

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

### a) Transportation/Transit

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

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

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



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

Toward that goal, and following Board direction to coordinate a work program with TAMC, FORA and TAMC entered into a cooperative agreement to move forward with re-evaluation of FORA's transportation obligations and related fee allocations. TAMC, working with the Association of Monterey Bay Area Governments (AMBAG) and FORA, completed that re-evaluation. TAMC's recommendations are enumerated in the "FORA Fee Reallocation Study" FORA Board of Directors approved April 18, 2005 and incorporated in the FORA CIP. The complete study can be found at [www.fora.org](http://www.fora.org), under the Documents menu.

TAMC's work with AMBAG and FORA resulted in a refined list of FORA transportation obligations that are synchronous with the TAMC Regional Transportation Plan (RTP). Figure 1 illustrates the refined FORA transportation obligations that are further defined in Table 1. Figure 2 reflects completed transportation projects, remaining transportation projects with FORA as lead agency, and remaining transportation projects with others as lead agency (described below). [Similar to the 2005 "FORA Fee Reallocation Study" effort, FORA and TAMC will cooperate on a FORA Fee Reallocation Study in FY 2015/16.](#)

### **Transit**

The transit obligations enumerated in Table 1 remain unchanged from the 1997 TAMC Study and adopted BRP. However, ~~current~~ long-range planning by TAMC and Monterey-Salinas Transit (MST) reflect ~~ed~~ a preferred route for the multi-modal corridor ~~different~~ than what was presented in the BRP, FEIR and previous CIPs. The BRP provided for a multi-modal corridor (MMC) along Imjin Parkway/Blanco Road serving to and from the Salinas area to the TAMC/MST intermodal center planned at 8<sup>th</sup> Street and 1<sup>st</sup> 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.

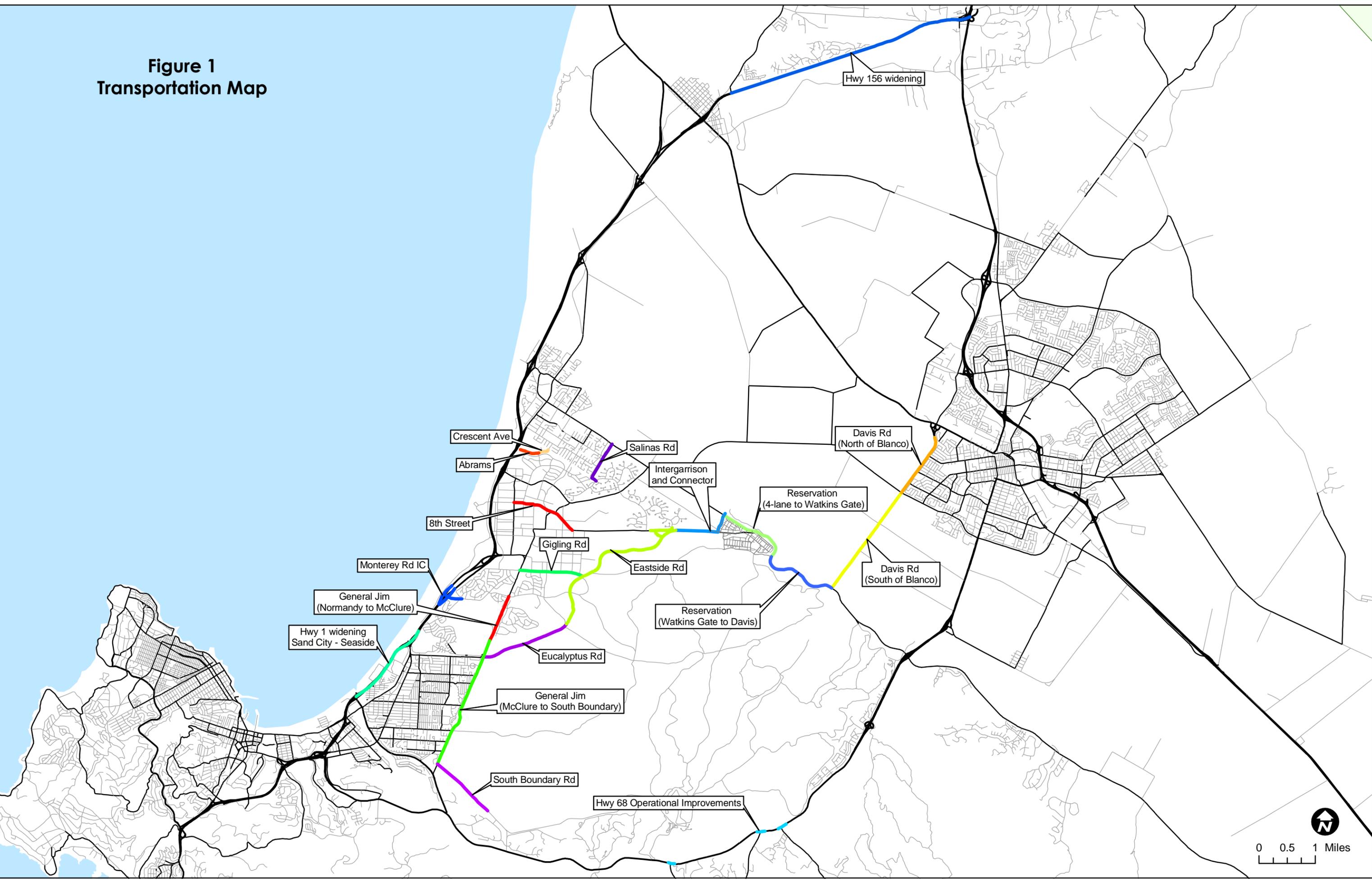
~~Over the last year, TAMC is in the process of re-evaluating the MMC route, and held~~ stakeholder and public outreach meetings, to determine how to best meet the transit needs of the community. ~~They have selected Imjin Parkway/Reservation Road/Davis Road as the preferred alternative. TAMC anticipates requesting FORA Board concurrence, adopting the final MMC alignment and preparing a new MOA to supersede the if a new route is selected, the 2010 MOA must be amended to reflect that alignment this calendar year. Full build-out of the MMC route is expected to take 20 years, and the FORA Board will be apprised as to any proposed changes.~~

### **Lead Agency Status**

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

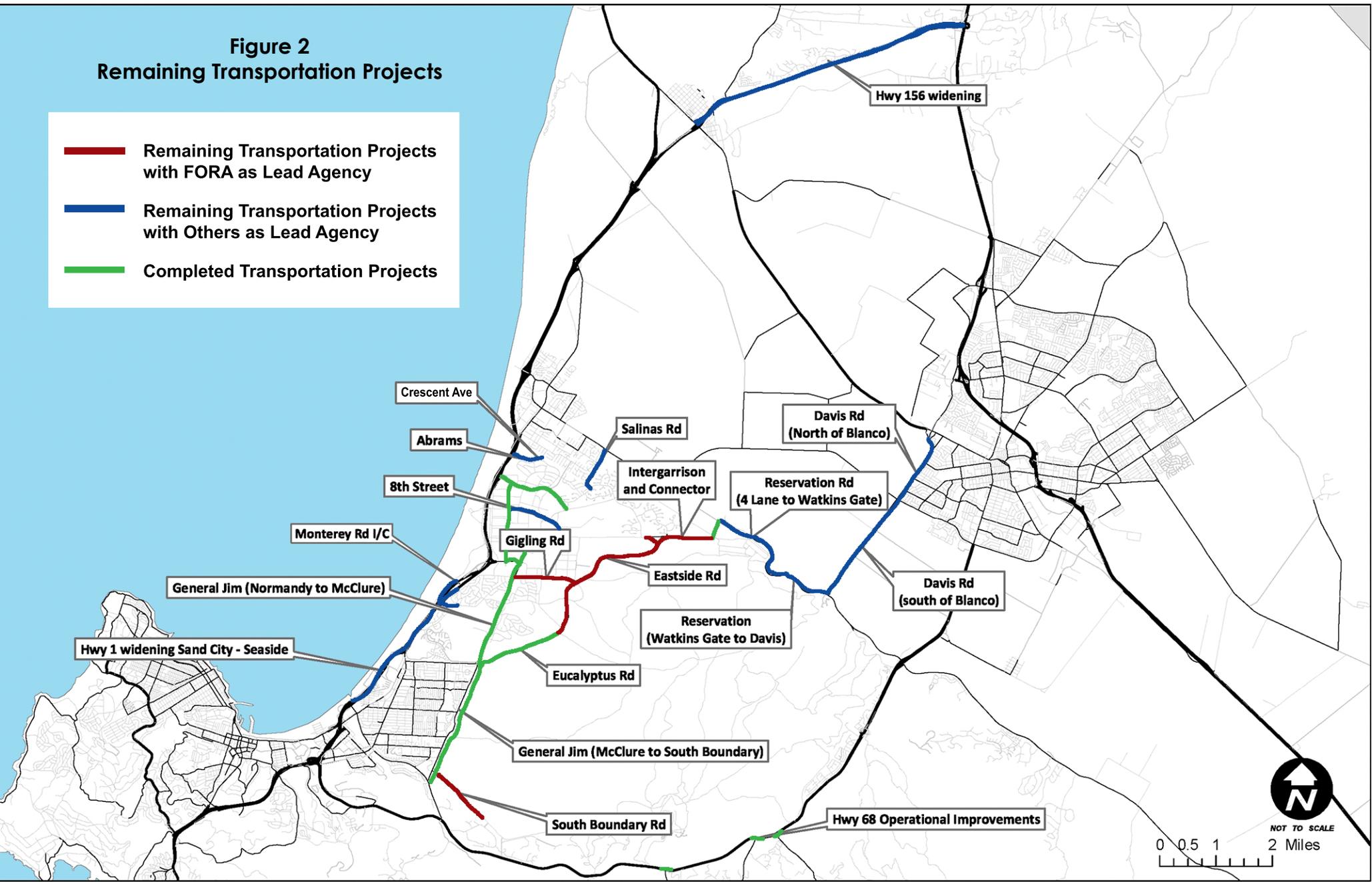
As of this writing, reimbursement agreements are in place with Monterey County and the City of Marina for several FORA CIP transportation projects. Table 2 identifies those projects. FORA's obligation toward those projects is financial, as outlined in the reimbursement agreements. FORA's obligation toward projects for which it serves as lead agent is the actual project costs. Other like reimbursement agreements may be structured as development projects are implemented and those agreements will be noted for the record.

**Figure 1  
Transportation Map**



**Figure 2**  
**Remaining Transportation Projects**

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



## b) Water Augmentation

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

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

In June 2005, MCWD staff and consultants, working with FORA staff and Administrative Committee, recommended the hybrid project to the FORA and MCWD Boards of Directors. Additionally, it was recommended that FORA-CIP funding toward the former Fort Ord Water and Wastewater Collection Systems be increased by an additional \$17M to avert additional burden on rate payers due to increased capital costs. However, a 2013 MCWD rate study recommended removing that "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 increased augmentation program project costs (as designs were refined); MCWD and the Monterey Regional Water Pollution Control Agency (MRWPCA) negotiations regarding the recycled component of the project were not accomplished in a timely manner; and the significant economic downturn (2008-2012). These factors deferred the need for the augmentation program and provided an opportunity to consider the alternative "Regional Plan" as the preferred project for the water augmentation program.

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

~~At the March and April 2015 FORA Board meetings, MCWD presented a water augmentation program status update and requested FORA Board concurrence in proceeding with a contract to deliver 10% designs for a 2,700 AFY desalination plant (2,400 AFY would be provided to the former Fort Ord). FORA Board members accepted the reports provided at these meetings, but did not take a vote on MCWD's recommendation. MCWD staff indicated that it will continue to pursue the previously approved 'hybrid' project.~~

## c) Storm Drainage System Projects

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

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

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

With these programs/policies in mind, FORA and the City of Seaside, as co-applicants, secured EDA grants to assist in funding the design and construction of alternative disposal (retention) systems for storm water runoff that allowed for the removal of the outfalls. FORA completed the construction and demolition project as of January 2004. Table 3 reflects this obligation having been met. [Background information can be found in previous CIP documents online at www.fora.org.](#)



Storm drainage outfall removal – Before and After

#### d) Habitat Management Requirements

The BRP Appendix A, Volume 2 contains the Draft Habitat Management Program (HMP) Implementing/Management Agreement. This Management Agreement defines the respective rights and obligations of FORA, its member agencies, California State University and the University of California with respect to implementation of the HMP. 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 Cooperative's (the future HCP Joint Powers Authority) habitat lands by qualified non-profit habitat managers. 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, University of California (UC), CSUMB, Monterey Peninsula College (MPC), Monterey Peninsula Regional Park District, Bureau of Land Management and MCWD. The Cooperative will hold the [HCP Cooperative](#) endowments, ~~except in the case of the and UC will hold the Fort Ord Natural Reserve (FONR) endowment, endowment, and secure the services of appropriately experienced habitat manager(s) via a formal selection process.~~ The Cooperative will control expenditure of ~~the 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 ~~\$1 out of every \$4 collected~~ 30% of in-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 was developed by an independent consultant retained by FORA and totaled \$6.3M.

Based upon ~~recent~~ conversations with the regulatory agencies, it has become apparent that the Habitat Management obligations will increase beyond the costs originally projected. Therefore, this document contains a ~~± \$40.4M~~ line item of forecasted requisite expenditures (see Table 3 column '2005-145' amount of ~~\$7,665,830~~ 6,042,831 plus column '20145-156 to Post FORA Total' amount of \$34,067,170). 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 \$20.3M 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. It is expected that the final endowment amount will 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 ~~administrative screencheck~~ draft HCP prepared in March 2015~~2~~ 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 \$1.8 million in annual costs, estimated in 2014 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

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

~~This lease purchase of equipment accommodated FORA's capital obligations under the BRP to enhance the firefighting capabilities on the former Fort Ord in response to proposed development. The lease payments began July 2004, and were retired in FY 2013/14. Now that the lease payments, funded by developer fees, have been satisfied, 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](http://www.fora.org).~~



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

#### f) Building Removal Program

As a basewide obligation, the BRP includes the removal of building stock to make way for redevelopment, 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 with adoption of the FY 01/02 CIP. That policy defines FORA obligations and that has~~ been sustained since that time. For example, one of FORA's obligations includes some City of Seaside Surplus II buildings. The policy fixes the overall FORA funding obligation to Surplus II at \$4M, and the City of Seaside decides which

buildings to remove. The FORA Board additionally established criteria to address how the building removal program would proceed at Surplus II: 1) buildings must be within Economic Development Conveyance parcels; 2) building removal is required for redevelopment; 3) buildings are not programmed for reuse; 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 ~~does its best to~~ accommodates with available funds.

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

In August 2005, FORA entered into an MOA with the City of Marina Redevelopment Agency and Marina Community Partners (MCP), assigning FORA \$46M in building removal costs within the Dunes on Monterey Bay project area and MCP the responsibility for the actual removal. FORA paid \$22M and MCP received FORA land sale credits of \$7M out of a total \$24M in available credits for building removal costs, ~~against FORA's portion of the mutually agreed upon land sale proceeds.~~ \$29M of FORA's \$46M FORA's building removal obligation was ~~thus thus~~ completed as agreed by the City of Marina and MCP ~~in 2007~~ in 2007. FORA will fund its remaining \$17M building removal obligation through land sales credits as the City of Marina transfers its Fort Ord lands to MCP for future phases of the Dunes on Monterey Bay project.

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

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

Since 1996 FORA has been aggressively reusing, redeveloping, and/or deconstructing former Fort Ord buildings in environmentally sensitive ways to reuse or reclaim significant building materials. FORA has worked closely with the regulatory agencies and local contractors to safely abate hazardous materials, maximize material reuse and recycling, and create an educated work force that can take advantage of the jobs created on the former Fort Ord. FORA (supported by Seaside and CSUMB) has submitted a grant request to the FDA for \$320,000 to survey hazardous materials and develop a business plan and cost estimates for removing the Surplus II buildings. FORA, CSUMB and the jurisdictions continue to leverage the accumulated expertise and experience and focus on environmentally sensitive reuse, removal of structures, and recycling remnant structural and site materials, while applying lessons learned from past FORA efforts to "reduce, reuse and recycle" materials from former Fort Ord structures as described in Appendix C.

#### **~~g) —~~ Water and Wastewater Collection Systems**

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

~~system(s) needs with respect to anticipated development. MCWD is engaged in the FORA CIP process, and adjusts its program coincident with the FORA CIP.~~

~~In 2005, MCWD staff and consultants conducted a study of their rates, fees and charges to determine projected adjustments through five budget years. At the time, the study projected a significant increase to capacity charges to fund improvements to and expansion of the former Fort Ord Water and Wastewater Collections Systems. The FORA Board made the policy decision to voluntarily increase the FORA CIP contribution toward this basewide obligation. However, with no agreement or other funding mechanism in place to transfer this additional contribution to MCWD, a 2013 MCWD rate study included recommendations to remove the additional FORA funding from their budget and increase the MCWD capacity charge. Table 3 reflects this funding being removed from the FORA CIP and the FORA CFD/developer fee commensurately reduced.~~

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

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

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

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

As a result of EPS's Phase II CIP Review analysis in FY 11/12 and FY 12/13, FORA agreed to reimburse its five member jurisdictions up to \$660,000 in annual funding for these expenses based on past experience, provided sufficient land sales revenue is available and jurisdictions are able to demonstrate property management/caretaker costs. Additional detail concerning this analysis is provided under Appendix D. These expenses are shown in Table 5 – Land Sales as a deduction prior to net land sales proceeds. The expenses in this category (FY 15/16 through Post-FORA) are planning numbers and are not based on identified costs. EPS's analysis also assumes that, as jurisdictions sell former Fort Ord property, their property management/caretaker costs will diminish.

### **III. FY 2015/2016 THROUGH POST-FORA CAPITAL IMPROVEMENT PROGRAM**

#### **Background Information/Summary Tables**

Table 1 graphically depicts fiscal offsets of completed projects that have reduced BRP obligations. Since 1995, FORA has advanced approximately \$76M in capital projects and BRP obligations. These projects have been predominantly funded by EDA grants, loan proceeds and developer fees. Developer fees are the primary funding source for FORA to continue meeting its mitigation obligations under the BRP. Table 1 includes fiscal offsets inclusive of not only completed projects, but also funded projects to-be-completed during the course of the next fiscal year. As previously noted, work

concluded in conjunction with TAMC and AMBAG has resulted in modification of transportation obligations for consistency with current transportation planning at the regional level.

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

A summary of the CIP project elements and their forecasted costs and revenues are presented in Table 3. Annual updates of the CIP will continue to contain like summaries and account for funding received and applied against required projects. Under section "A. CIP projects funded by CFD development fees" "Other Revenues" "Property Taxes," column "2005-15" shows that FORA collected and spent approximately \$5.8M in property taxes for CIP projects, which were primarily ESCA change orders and CIP road projects. FORA property tax collections are forecasted from FY 2015/16 to 2019/20 based on FORA-Jurisdictions Implementation Agreement (IA) Amendments. The IA Amendments designate that 90% of FORA property tax revenue from new assessed value after July 1, 2012 will fund FORA CIP projects, while the remaining 10% will go to former Fort Ord jurisdictions for economic development. The "Property Tax Sharing Costs" under "Other Costs & Contingency" reflect 10% of FORA Property Taxes to be paid to the jurisdictions.

Table 4, Community Facilities District Revenue, reflects forecasted annual revenue from CFD fee collection. On an annual basis, FORA requests updated development forecasts from its member agencies as a component of FORA's CIP preparation process. The five land use jurisdictions and other agencies with land use authority on former Fort Ord provide updated development forecasts for Table A1: Residential Annual Land Use Construction and Table A2: Non-Residential Annual Land Use Construction (Appendix B). FORA staff reviews the submitted development forecasts to ensure that BRP resource limitations are met (i.e. 6,160 New Residential Unit limit, etc.). FORA staff may make adjustments to the forecasts based on past experience. In previous years, jurisdictions' forecasts have been overly optimistic. In this FY 2015/16 CIP, FORA staff included development forecasts as submitted by the land use jurisdictions in March and April 2015. See '1) Periodic CIP Review and Reprogramming' on page 3 of this document for additional information.

FORA staff applied the anticipated FORA CFD special tax/Development Fee Schedule rates as of July 1, 2015 ~~according to EPS's Phase III CIP study analysis to the forecasted development~~ to produce Table 4 - Community Facilities District Revenue projections (see Appendix A for more information).

Table 5 - Land Sale Revenue reflects land sales projections ~~resulting using the methodology~~ from EPS's Phase III CIP Review. In its CIP review Study, EPS projected future FORA land sales from July 1, 2014 through June 30, 2022. EPS's land sales projections are ~~found shown~~ in Table B-1 included in Attachment C to Item 10b, May 16, 2014 FORA Board Packet. For this FY 2015/16 CIP, FORA staff based its land sale revenue forecasts using the same underlying assumptions as Table B-1. Using past land sales transactions on former Fort Ord where FORA received 50% of the proceeds, ~~EPS-FORA~~ determined an underlying land value of \$1 ~~7288~~,000 per acre of land. This value was applied to future available development acres to forecast land sale revenue, assuming the land sale would precede actual development by ~~two-one~~ years. As in Table B-1, FORA staff calculated FORA's 50% share of the projected land sales proceeds, then deducted estimated caretaker costs, FORA costs, and other obligations (Initiatives, Petitions, Pollution Legal Liability Insurance, etc.) from the land sales revenue projections. Finally, FORA staff applied a discount rate of 4.85% prior to determining net FORA land sales proceeds.

OBLIGATORY PROJECT OFFSETS AND REMAINING OBLIGATIONS

Project #	Project Title	Project Limits	TAMC Reallocation Study 2005		FORA Offsets 2005-2015	FORA Remaining Obligation	FORA Remaining Obligation Inflated
			TOTAL COST	FORA PORTION			
<b>Regional Improvements</b>							
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	-	21,844,326	22,540,523
R10	Hwy 1-Monterey Rd. Interchange	Construct new interchange at Monterey Road	19,100,000	2,496,648	-	3,568,690	3,682,427
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	-	10,137,494	10,460,585
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	-	-
<b>Subtotal Regional</b>			<b>270,976,000</b>	<b>25,094,722</b>	<b>312,205</b>	<b>35,550,510</b>	<b>36,683,535</b>
<b>Off-Site Improvements</b>							
1	Davis Rd n/o Blanco	Widen to 4 lanes from the SR 183 bridge to Blanco	3,151,000	506,958	-	724,642	747,737
2B	Davis Rd s/o Blanco	Widen to 4 lanes from Blanco to Reservation; Build 4 lane bridge over Salinas River	22,555,000	8,654,502	462,978	11,872,366	12,250,749
4D	Widen Reservation-4 lanes to WG	Widen to 4 lanes from existing 4 lane section East Garrison Gate to Watkins Gate	10,100,000	3,813,916	476,584	4,861,777	5,016,726
4E	Widen Reservation, WG to Davis	Widen to 4 lanes from Watkins Gate to Davis Rd	5,500,000	2,216,321	-	3,167,992	3,268,959
8	Crescent Ave extend to Abrams	Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2)	906,948	906,948	-	1,296,385	1,337,702
<b>Subtotal Off-Site</b>			<b>42,212,948</b>	<b>16,098,645</b>	<b>939,562</b>	<b>21,923,162</b>	<b>22,621,872</b>
<b>On-Site Improvements</b>							
FO2	Abrams	Construct a new 2-lane arterial from intersection with 2nd Ave easterly to intersection with Crescent Court extension	759,569	759,569	-	1,085,722	1,120,325
FO5	8th Street	Upgrade/construct new 2-lane arterial from 2 <sup>nd</sup> Ave to Intergarrison Rd	4,340,000	4,340,000	1,018,890	6,161,859	5,306,880
FO6	Intergarrison	Upgrade to a 4-lane arterial from Eastside Rd to Reservation	4,260,000	4,260,000	1,559,469	4,177,827	4,310,978
FO7	Gigling	Upgrade/Construct new 4-lane arterial from General Jim Moore Blvd easterly to Eastside Rd	5,722,640	5,722,640	353,510	7,723,385	7,969,536
FO9B (Ph-II)	GJM Blvd-Normandy to McClure	Widen from 2 to 4 lanes from Normandy Rd to McClure	24,065,000	24,065,000	6,252,156	-	-
FO9B (Ph-III) [1]	GJM Blvd-s/o McClure to s/o Coe	Widen from 2 to 4 lanes from McClure to Coe			3,476,974	-	-
FO9C	GJM Blvd-s/o Coe to S Boundary	Widen from 2 to 4 lanes from s/o Coe to South Boundary Rd			13,698,746	1,010,497	1,042,702
FO11	Salinas Ave	Construct new 2 lane arterial from Reservation Rd southerly to Abrams Dr	3,038,276	3,038,276	-	4,342,888	4,481,300
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	496,803	512,637
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	17,357,353	17,910,547
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	3,149,893	3,250,283
<b>Subtotal On-Site</b>			<b>63,036,919</b>	<b>63,036,919</b>	<b>32,536,786</b>	<b>45,506,227</b>	<b>45,905,187</b>
<b>Transportation Totals</b>			<b>376,225,867</b>	<b>104,230,286</b>	<b>33,788,553</b>	<b>102,979,899</b>	<b>105,210,594</b>
[1] Remaining construction may be phased in future CIP documents based on available funds and habitat/environmental clearance.							
<b>Transit Capital Improvements</b>							
T3	Transit Vehicle Purchase/Replace	15 busses	15,000,000	6,298,254	378,950	8,544,796	8,817,126
T22	Intermodal Centers	(PFIP T-31) includes 3 elements: 1. Intermodal Transportation Center @ 1st. Avenue South of 8th. Street 2. Park and Ride Facility @ 12th Street and Imjin, and 3. Park and Ride Facility @ 8th. Street and Gigling	3,800,000	4,786,673	-	6,655,674	6,867,796
<b>Transit Totals</b>			<b>18,800,000</b>	<b>11,084,926</b>	<b>378,950</b>	<b>15,200,470</b>	<b>15,684,922</b>
<b>Transportation/Transit Totals</b>			<b>395,025,867</b>	<b>115,315,212</b>	<b>34,167,503</b>	<b>118,180,369</b>	<b>120,895,516</b>
<b>Previous Offsets 1995 - 2004</b>							
<b>1. Transportation/Transit - TAMC Study 1995</b>							
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		
<b>2. Storm Drainage System</b>							
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		
<b>TOTAL CUMULATIVE OFFSETS AGAINST TRANSPORTATION/TRANSIT AND STORM DRAINAGE PROJECTS TO DATE</b>					<b>68,035,102</b>		

TRANSPORTATION NETWORK AND TRANSIT ELEMENTS

Lead Agency		Regional Improvements								
Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#	
TAMC/Caltrans	R3a	Hwy 1-Del Monte-Fremont-MBL					22,540,523	22,540,523	R3	
TAMC/Caltrans	R10	Hwy 1-Monterey Rd. Interchange					3,682,427	3,682,427	R10	
TAMC/Caltrans	R11	Hwy 156-Freeway Upgrade				5,000,000	5,460,585	10,460,585	R11	
<b>Subtotal Regional</b>		-	-	-	5,000,000	5,460,585	26,222,950	36,683,535		

Off-Site Improvements		Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
Monterey County	1	Davis Rd north of Blanco		500,000	247,737					747,737	1
Monterey County	2B	Davis Rd south of Blanco	400,000		6,000,000	2,600,000	3,250,749			12,250,749	2B
Monterey County	4D	Widen Reservation-4 lanes to WG			1,500,000	1,500,000	2,016,726			5,016,726	4D
Monterey County	4E	Widen Reservation, WG to Davis			1,000,000	1,000,000	1,268,959			3,268,959	4E
City of Marina	8	Crescent Ave extend to Abrams	200,000	200,000	550,000	387,702				1,337,702	8
<b>Subtotal Off-Site</b>			600,000	700,000	9,297,737	5,487,702	6,536,434	-		22,621,872	

On-Site Improvements		Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
City of Marina	FO2	Abrams	200,000	200,000	720,325					1,120,325	FO2
City of Marina	FO5	8th Street			2,500,000	2,000,000	806,880			5,306,880	FO5
FORA	FO6	Intergarrison		500,000	1,500,000	1,500,000	810,978			4,310,978	FO6
FORA	FO7	Gigling		500,000	3,500,000	2,969,536	1,000,000			7,969,536	FO7
FORA	FO9C	GJM Blvd			1,042,702					1,042,702	FO9C
City of Marina	FO11	Salinas Ave			2,200,000	2,281,300				4,481,300	FO11
FORA	FO12	Eucalyptus Road			512,637					512,637	FO12
FORA	FO13B	Eastside Parkway	950,000	2,050,000	4,000,000	5,000,000	5,910,547			17,910,547	FO13B
FORA	FO14	South Boundary Road Upgrade	950,000	1,050,000	1,250,283					3,250,283	FO14
<b>Subtotal On-Site</b>			2,100,000	4,300,000	17,225,947	13,750,836	8,528,405	-		45,905,187	

<b>Transportation Totals</b>	2,700,000	5,000,000	26,523,684	24,238,538	20,525,424	26,222,950	105,210,594
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Transit Capital Improvements		Proj#	Description	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	POST FORA	TOTALS	Proj#
MST	T3	Transit Vehicle Purchase/Replace			2,000,000	2,000,000	2,000,000	2,817,126		8,817,126	T3
MST	T22	Intermodal Centers			1,000,000	1,000,000	2,000,000	2,867,796		6,867,796	T22
<b>Subtotal Transit</b>			-	-	3,000,000	3,000,000	4,000,000	5,684,922		15,684,922	

<b>Transportation and Transit GRAND TOTALS</b>	2,700,000	5,000,000	29,523,684	27,238,538	24,525,424	31,907,872	120,895,516
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SUMMARY OF CAPITAL IMPROVEMENT PROGRAM 2015/16 - POST FORA

	2005-15	2015-16	2016-17	2017-18	2018-19	2019-20	Post FORA	2015-16 to Post FORA Total
<b>A. CIP PROJECTS FUNDED BY CFD DEVELOPMENT FEES</b>								
<b>Dedicated Revenues</b>								
Development Fees	28,387,335	5,585,000	11,906,000	15,356,000	23,344,000	31,653,000	78,632,000	166,476,000
<b>Other Revenues</b>								
Property Taxes	5,796,078	379,468	553,386	1,082,753	1,747,155	2,740,170	-	6,502,932
Loan Proceeds (1)	7,926,754							-
Federal Grants (2)	6,426,754							-
CSU Mitigation fees	2,326,795							-
Miscellaneous (Rev Bonds, Interest, CFD credit)	3,578,191	70,000	-	-	-	-	-	70,000
<b>TOTAL REVENUES</b>	<b>54,441,907</b>	<b>6,034,468</b>	<b>12,459,386</b>	<b>16,438,753</b>	<b>25,091,155</b>	<b>34,393,170</b>	<b>78,632,000</b>	<b>173,048,932</b>
<b>Expenditures</b>								
<b>Projects</b>								
Transportation/Transit	34,167,503	2,700,000	5,000,000	29,523,684	27,238,538	24,525,424	31,907,872	120,895,516
Water Augmentation [CEQA Mitigation]	561,780		1,190,600	1,535,600	2,334,400	3,165,300	15,789,748	24,015,648
Storm Drainage System [Completed by 2005]	[Table 1]							-
Habitat Management	7,665,830	1,756,670	3,595,612	4,637,512	7,049,888	6,144,144	9,150,344	32,334,170
Fire Rolling Stock	1,160,000	-	-	-	-	-	-	-
<b>Total Projects</b>	<b>43,555,113</b>	<b>4,456,670</b>	<b>9,786,212</b>	<b>35,696,796</b>	<b>36,622,826</b>	<b>33,834,868</b>	<b>56,847,964</b>	<b>177,245,334</b>
<b>Other Costs &amp; Contingency (3)</b>								
Additional CIP Costs	3,034,400	-	-	-	-	-	18,134,327	18,134,327
Habitat Mgt. Contingency	930,874	91,433	-	-	-	-	20,283,097	20,374,530
CIP/FORA Costs	1,325,690	579,315	400,000	400,000	400,000	395,491	-	2,174,806
Property Tax Sharing Costs	37,947	37,947	55,339	108,275	174,716	274,017	-	650,293
Other Costs (Debt Service) (4)	5,595,830	850,000	1,000,000	1,000,000	1,935,055	-	-	4,785,055
<b>Total Other Costs &amp; Contingency</b>	<b>10,886,794</b>	<b>1,558,695</b>	<b>1,455,339</b>	<b>1,508,275</b>	<b>2,509,771</b>	<b>669,508</b>	<b>38,417,424</b>	<b>46,119,012</b>
<b>TOTAL EXPENDITURES</b>	<b>54,441,907</b>	<b>6,015,365</b>	<b>11,241,551</b>	<b>37,205,071</b>	<b>39,132,597</b>	<b>34,504,376</b>	<b>95,265,388</b>	<b>223,364,346</b>
<b>Net Annual Revenue</b>		19,103	1,217,835	(20,766,319)	(14,041,441)	(111,206)	(16,633,388)	
<b>Beginning Balance</b>		-	19,103	1,236,938	(19,529,380)	(33,570,822)	(33,682,027)	
<b>Ending Balance CFD &amp; Other</b>		19,103	1,236,938	(19,529,380)	(33,570,822)	(33,682,027)	(50,315,416)	(50,315,414)
<b>B. CIP PROJECTS FUNDED BY LAND SALE REVENUES</b>								
<b>Dedicated Revenues</b>								
Land Sales (5)	49,221,940	485,000	1,738,675	8,297,335	14,098,869	8,069,980	8,577,687	41,267,547
Land Sales - Credits	6,767,300		6,750,000	12,659,700	-	-	-	19,409,700
Other Revenues (6)	1,425,000							-
Loan Proceeds (1)	7,500,000	3,000,000	-	-	-	-	-	3,000,000
<b>Total Revenues</b>	<b>64,914,240</b>	<b>3,485,000</b>	<b>8,488,675</b>	<b>20,957,035</b>	<b>14,098,869</b>	<b>8,069,980</b>	<b>8,577,687</b>	<b>63,677,247</b>
<b>Expenditures</b>								
<b>Projects</b>								
Building Removal	28,767,300	6,500,000	6,750,000					13,250,000
Other Costs (Loan Pay-off, Debt Financing)	17,817,383	69,500	3,120,000					3,189,500
<b>TOTAL PROJECTS</b>	<b>46,584,683</b>	<b>6,569,500</b>	<b>9,870,000</b>					<b>16,439,500</b>
<b>Other Costs &amp; Contingency (7)</b>								
Transfer to FORA Reserve	-	10,000,000	-	-	-	-	-	10,000,000
Building Removal Contingency	-	5,000,000	-	-	-	-	-	5,000,000
<b>Total Other Costs &amp; Contingency</b>		<b>15,000,000</b>						<b>15,000,000</b>
<b>TOTAL EXPENDITURES</b>	<b>46,584,683</b>	<b>21,569,500</b>	<b>9,870,000</b>					<b>31,439,500</b>
<b>Net Annual Revenue</b>	18,329,557	(18,084,500)	(1,381,325)	20,957,035	14,098,869	8,069,980	8,577,687	
<b>Beginning Balance</b>	-	18,329,557	245,057	(1,136,268)	19,820,767	33,919,636	41,989,617	
<b>Ending Balance Land Sales &amp; Other</b>	<b>18,329,557</b>	<b>245,057</b>	<b>(1,136,268)</b>	<b>19,820,767</b>	<b>33,919,636</b>	<b>41,989,617</b>	<b>50,567,304</b>	<b>50,567,304</b>
<b>TOTAL ENDING BALANCE-ALL PROJECTS</b>		<b>264,161</b>	<b>100,670</b>	<b>291,387</b>	<b>348,815</b>	<b>8,307,590</b>	<b>251,888</b>	<b>251,890</b>

Table 3 CIP Summary Table 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.
- ~~(1) This column summarizes CIP revenues and expenses from July 2005 through June 2014. These totals are not included in the 2014-15 to Post FORA totals.~~
- (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) "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 basewide 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.
- (4) "Other Costs (Debt Service)" payment of borrowed funds, principal and interest ( see #1 'Loan Proceeds'). On June 20, 2014, the FORA Board approved a 17% FORA CFD Special Tax reduction per EPS's CIP Study Phase III; the study also showed that FORA operations costs through 2020 will be offset by the \$7.9M loan repayment from the CFD tax/Developer Fee.
- (5) 'Land Sales' 2005-2015 total column includes land sale proceeds from the Preston Park acquisition by the City of Marina in June 2015.
- (6) 'Other revenues' applied against building removal includes Abrams B loan repayment of \$1,425,000.
- (7) 'Transfers and Contingency' – note pending to Board's approval of the FY 15-16 Annual Budget.
- ~~(2) "Property Taxes" (former Tax Increment) revenue has been designated for operations and as a back up to FORA CIP projects; to date, approximately \$5.8M was spent on ET/ESCA change orders and CIP road projects. See Tables A-1, A-2 and A-3 from the EPS Phase III Study for more information.~~
- ~~(3) "Loan Proceeds": In FY 05-06 FORA obtained a line of credit (LOC) to ensure CIP obligations be met despite cash flow fluctuations. The LOC draw downs were used to pay road design, construction and building removal costs and were partially repaid by available CIP funding sources. In FY 09-10 FORA repaid the remaining \$9M LOC debt (\$1.5M in transportation and \$7.5M in building removal) through a loan secured by FORA's share of Preston Park. The loan also provided \$6.4M matching funds to US Department of Commerce EDA/American Recovery and Reinvestment Act (ARRA) grant funds.~~
- ~~(4) "Federal grants": In FY 2010 FORA received ARRA funding to finance construction of General Jim Moore Boulevard (GJMB) and Eucalyptus Road. FORA obtained a loan against its 50% share in Preston Park revenues to provide required match to the ARRA grant (see #3 "Loan Proceeds").~~
- ~~(5) "Water Augmentation" is FORA's financial obligation for a CEQA required water augmentation project. The indexed CEQA obligation (\$24,015,648) is included in the total. The previous "voluntary contribution" has been subsumed in MCWD's capacity charge and FORA developer fee reduced commensurately so as not to double charge.~~

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- ~~(6) FORA's "Storm Water Drainage System" mitigation has been retired.~~
- ~~(7) "Habitat Management" amounts are estimates. Habitat management endowment final amount is subject to approval by USFWS and CDFW. Please refer to Section II d) Habitat Management Requirements.~~
- ~~(8) "Property Management/Caretaker Costs" amounts are deducted from net land sales revenue. As a result of EPS's CIP Review Phase II Study analysis, FORA has agreed to reimburse its five member jurisdictions up to \$660,000 in annual funding for these expenses, provided sufficient land sales/lease revenue is available and jurisdictions are able to demonstrate property management/caretaker costs. Please refer to Section II h) Property Maintenance and Caretaker Costs.~~
- ~~(9) "Other Costs & Contingencies" are subject to cash flow and demonstrated need.~~  
~~"Additional CIP Costs" are expenditures not included in current cost estimates for transportation projects (e.g. contract change orders to the ESCA, general consulting, etc.) and unknown additional basewide expenditures (street landscaping, unknown site conditions, project changes, additional habitat/environmental mitigation, Board discretion, etc.).~~  
~~"Habitat Management Contingency" provides interim funding for the University of California Fort Ord Natural Reserve until adoption of the HCP and as a result of CIP Review policy decisions, includes sufficient funding for Habitat Conservation Plan endowments should a lower endowment payout rate be required by Regulatory Agencies.~~  
~~"CIP/FORA Costs" provides for FORA CIP staff, overhead, and direct CIP consulting costs (EPS, legal, etc.). These FORA costs were included as a part of transportation and other projects through FY 2012/13. During the FY 2013/14 budgeting process, in an effort to synchronize the FORA annual budget and CIP budget, the presentation format for both were revised (reporting FORA costs as a separate line item in the CIP budget) to provide consistent information.~~
- ~~(10) "Land Sales" revenue projections were evaluated by EPS as a component of their CIP Review Phase II and III Studies. The same approach of determining a residual land value factor based on past FORA or Land Use Jurisdictions' land sales transactions (resulting in \$188,000 per acre) was used. The factor was then applied to non-transacted remaining development acres. The land sales revenue projections shown are net revenue after deducting identified costs, which include \$660,000 annually in property management/caretaker costs (obligation reduced as land is reused) and \$250,000 annually in other obligations (Initiatives, Petitions, Pollution Legal Liability Insurance, Etc.).~~
- ~~(11) "CFD/Land Sales Credit" is credit due specific developers who perform roadway improvements/building removal by agreement with FORA. The value of the work is subtracted from the developer's CFD fee/land sale proceeds due FORA. Regarding CFD fees, FORA entered into agreement with East Garrison Partners for a total credit of \$2,075,621. Regarding land sale proceeds, FORA entered into two such agreements with Marina Community Partners (\$24M) and East Garrison Partners (\$2.1M) for a total land sale credit of \$26,177,000.~~
- ~~(12) "Other Revenues" applied against building removal include Abrams B loan repayment of \$1,425,000.~~
- ~~(13) "Projects" total include building removal at 1) Dunes on Monterey Bay (\$46M), 2) Imjin Office (\$400K), 3) East Garrison (\$2.177M), and remaining to be completed 4) Stockade (\$2.2M), and 5) Surplus II (\$4M).~~
- ~~(14) "Other Costs (Debt Service)" payment of borrowed funds, principal and interest (see #3 "Loan Proceeds"). The \$7.9M repayment of remaining principal by FORA Development Fees/CFD special taxes, anticipated through FY 15-16, will be retained in the FORA Reserve fund. On May 10, 2013, the FORA Board approved a 23.6% reduction in the Basewide FORA Development Fee Schedule and FORA CFD special tax as a result of EPS's CIP Review Phase II Study. The study showed that FORA operations costs through 2020 will be offset by the \$7.9 M loan repayment from FORA Development Fees/CFD special taxes. The actual Preston Park loan will be paid off upon Preston Park disposition.~~

TABLE 4

## Community Facilities District Revenue

	Number	Jurisdiction	2015-16 to Post-FORA Total	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<b><u>New Residential</u></b>									
Marina Heights	1050	MAR	24,442,950	1,769,204	3,352,176	4,190,220	4,329,894	4,190,220	6,611,236
The Promontory		MAR	-	-	-	-	-	-	-
Dunes on Monterey Bay	1237	MAR	25,746,574	1,396,740	2,095,110	2,095,110	2,095,110	2,095,110	15,969,394
TAMC Planned	200	MAR	4,655,800	-	-	-	2,327,900	2,327,900	-
CSUMB Planned		CSU	572,663	-	-	174,593	174,593	174,593	48,886
UC Planned	240	UC	5,586,960	-	931,160	931,160	931,160	931,160	1,862,320
East Garrison I	1472	MCO	28,167,590	2,095,110	2,095,110	2,560,690	2,560,690	2,560,690	16,295,300
Seaside Highlands Homes	152	SEA	-	-	-	-	-	-	-
Seaside Resort Housing	126	SEA	2,816,759	46,558	46,558	46,558	93,116	139,674	2,444,295
Seaside Planned	987	SEA	23,185,884	-	3,142,665	-	2,327,900	9,078,810	8,636,509
Del Rey Oaks Planned	691	DRO	16,085,789	-	-	-	-	3,026,270	13,059,519
Other Residential Planned	8	Various	-	-	-	-	-	-	-
<b><u>Existing/Replacement Residential</u></b>									
Preston Park	352	MAR	-	-	-	-	-	-	-
Cypress Knolls	400	MAR	9,311,600	-	-	-	2,327,900	2,327,900	4,655,800
Abrams B	192	MAR	-	-	-	-	-	-	-
MOCO Housing Authority	56	MAR	-	-	-	-	-	-	-
Shelter Outreach Plus	39	MAR	-	-	-	-	-	-	-
Veterans Transition Center	13	MAR	-	-	-	-	-	-	-
Interim Inc	11	MAR	-	-	-	-	-	-	-
Sunbay (former Thorson Park)	297	SEA	-	-	-	-	-	-	-
Brostrom	225	SEA	-	-	-	-	-	-	-
Seaside Highlands	228	SEA	-	-	-	-	-	-	-
<b><u>Office</u></b>									
Del Rey Oaks Planned		DRO	80,126	-	80,126	-	-	-	-
Monterey Planned		MRY	144,532	-	-	-	-	-	144,532
East Garrison I Office Development		MCO	6,811	-	2,804	-	2,003	-	2,003
Imjin Office Park		MAR	4,207	4,207	-	-	-	-	-
Dunes on Monterey Bay		MAR	114,179	-	10,016	10,016	20,031	20,031	54,085
Cypress Knolls Community Center		MAR	3,205	-	-	3,205	-	-	-
Interim Inc. - Rockrose Gardens		MAR	-	-	-	-	-	-	-
				5,909	5,909	5,909	5,909	5,909	11,819
TAMC Planned		MAR	8,013	-	-	-	4,006	4,006	-
Seaside Planned		SEA	90,542	-	-	-	20,432	-	70,110
UC Planned		UC	40,063	-	-	8,013	8,013	8,013	16,025

TABLE 4

## Community Facilities District Revenue

	Number	Jurisdiction	2015-16 to Post-FORA Total	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<b><u>Industrial</u></b>									
Monterey Planned		MRY	37,908	-	-	-	-	-	37,908
Industrial -- City Corp. Yard		MAR	-	-	-	-	-	-	-
Dunes on Monterey Bay		MAR	-	-	-	-	-	-	-
Cypress Knolls Support Services		MAR	1,052	-	-	1,052	-	-	-
Marina Planned		MAR	-	-	-	-	-	-	-
TAMC Planned		MAR	6,135	-	-	-	3,067	3,067	-
Seaside Planned		SEA	21,966	-	-	-	-	21,966	-
UC Planned		UC	17,528	-	-	3,506	3,506	3,506	7,011
<b><u>Retail</u></b>									
Del Rey Oaks Planned		DRO	28,890	-	28,890	-	-	-	-
East Garrison I Retail		MCO	231,122	-	115,561	115,561	-	-	-
Cypress Knolls Community Center		MAR	-	-	-	-	-	-	-
Dunes on Monterey Bay		MAR	1,063,162	173,342	-	889,820	-	-	-
TAMC Planned		MAR	433,354	-	-	-	216,677	216,677	-
Seaside Resort Golf Clubhouse		SEA	94,182	94,182	-	-	-	-	-
Seaside Planned		SEA	9,629,126	-	-	1,733,416	3,995,524	-	3,900,186
UC Planned		UC	1,817,198	-	-	303,348	453,577	303,348	756,925
<b><u>Hotel (rooms)</u></b>									
Del Rey Oaks Planned	550	DRO	2,854,500	-	-	-	-	2,854,500	-
Dunes - Limited Service	100	MAR	-	-	-	-	-	-	-
Dunes - Full Service	400	MAR	2,076,000	-	-	2,076,000	-	-	-
Seaside Golf Course Hotel	330	SEA	1,712,700	-	-	207,600	145,320	1,359,780	-
Seaside Golf Course Timeshares	170	SEA	882,300	-	-	-	-	-	882,300
Seaside Planned	570	SEA	4,463,400	-	-	-	1,297,500	-	3,165,900
UC Planned	0	UC	-	-	-	-	-	-	-
<b>Total</b>			<b>\$ 166,476,000</b>	<b>\$ 5,585,000</b>	<b>\$ 11,906,000</b>	<b>\$ 15,356,000</b>	<b>\$ 23,344,000</b>	<b>\$ 31,653,000</b>	<b>\$ 78,632,000</b>

**TABLE 5**  
**Land Sale Revenue**

	Jurisdiction	2015-16 to Post-FORA Total	2015-16	2016-17	2017-18	2018-19	2019-20	Post-FORA
<b><u>New Residential</u></b>								
Seaside Planned	SEA	25,931,951	-	-	2,953,312	11,690,684	11,287,955	-
Del Rey Oaks Planned	DRO	17,000,000	-	-	-	17,000,000	-	-
Other Residential Planned	Various	-	-	-	-	-	-	-
<b><u>Existing/Replacement Residential</u></b>								
Preston Park	MAR	-	-	-	-	-	-	-
Cypress Knolls	MAR	12,081,713	-	-	2,953,312	2,997,611	3,042,576	3,088,214
<b><u>Office</u></b>								
Marina Planned	DRO	-	-	-	-	-	-	-
Monterey Planned	MRY	8,769,070	-	-	-	-	-	8,769,070
Cypress Knolls Community Center	MAR	1,270,000	1,270,000	-	-	-	-	-
Seaside Planned	SEA	5,421,286	-	-	1,185,509	-	1,197,393	3,038,385
<b><u>Industrial</u></b>								
Monterey Planned	MRY	2,299,943	-	-	-	-	-	2,299,943
Cypress Knolls Support Services	MAR	60,117	-	60,117	-	-	-	-
Seaside Planned	SEA	1,293,597	-	-	-	1,293,597	-	-
<b><u>Retail</u></b>								
Del Rey Oaks Planned	DRO	-	-	-	-	-	-	-
Cypress Knolls Community Center	MAR	-	-	-	-	-	-	-
Seaside Planned	SEA	26,321,212	-	4,738,292	10,921,763	-	5,212,121	5,449,036
<b><u>Hotel (rooms)</u></b>								
Del Rey Oaks Planned	DRO	-	-	-	-	-	-	-
Seaside Planned	SEA	3,892,632	-	-	1,131,579	-	905,263	1,855,789
Subtotal: Estimated Transactions		104,341,521	1,270,000	4,798,409	19,145,474	32,981,893	21,645,308	24,500,437
FORA Share - 50%		52,170,761	635,000	2,399,205	9,572,737	16,490,946	10,822,654	12,250,219
Estimated Caretaker/Property Mgt. Costs		(2,083,202)	(150,000)	(576,204)	(451,043)	(239,591)	(142,927)	(523,437)
Other obligations (Initiatives, Petitions, PLL, etc.)		(1,714,423)	-	-	-	-	(857,212)	(857,212)
FORA Costs		(69,336)	-	-	-	-	(69,336)	-
I-Bank Loan Pay-Off		(3,000,000)	-	(1,000,000)	(1,000,000)	(1,000,000)	-	-
Net FORA Land Sales Proceeds		48,303,800	485,000	1,823,001	9,121,694	16,251,355	9,753,179	10,869,570
Net Present Value (4.85% Discount Rate)		41,267,547	485,000	1,738,675	8,297,335	14,098,869	8,069,980	8,577,687

Note #1: FORA and local jurisdiction split net land sales revenue 50/50 with FORA. Actual land sales revenue may vary from that shown here.

Note #2: Assumes per acre value of \$172,000 and that values escalate by 1.5% annually.

## Appendix A

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

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

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

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

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

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

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

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

The Fee was established in February 1999 by Resolution 99-1. Section 1 of that Resolution states that "(FORA) shall levy a development fee in the amounts listed for each type of development in the... fee schedule until such time as ... the schedule is amended by (the) board." The CFD Tax was established in February 2002 by Resolution 02-1. Section IV of that CFD Resolution, beginning on page B-4,

describes "Maximum Special Tax Rates" and "Increase in the Maximum Special Tax Rates." That section requires the Tax to be established on the basis of costs during the "...immediately preceding Fiscal Year..." The Tax is adjusted annually on the basis of "...Construction Cost Index applicable to the area in which the District is located..."<sup>1</sup>

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

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

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

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

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<sup>1</sup> The pertinent paragraph reads as follows:

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

Appendix B  
 FY 2015/16 through Post-FORA Development Forecasts

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

Land Use Type	Jurisdiction	Built	Forecast plus built	DRAFT						
				2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<b><u>New Residential</u></b>										
Marina Heights (Entitled)	MAR		1,050	76	144	180	186	180	141	143
The Promontory (Entitled)	MAR									
Dunes (Entitled)	MAR	131	1,237	60	90	90	90	90	50	636
TAMC (Planned)	MAR		200				100	100		
Marina Subtotal			2,487							
CSUMB (Planned)	CSU					150	150	150	42	
UC (Planned)	UC		240		40	40	40	40	40	40
East Garrison I (Entitled)	MCO	260	1,470	90	90	110	110	110	110	590
Seaside Highlands (Entitled)	SEA	152	152							
Seaside Resort (Entitled)	SEA	3	124	2	2	2	4	6	53	52
Seaside (Planned)	SEA		996		135		100	390	371	
Seaside Subtotal			1,272							
Del Rey Oaks (Planned)	DRO		691					130	287	274
Other Residential (Planned)	Various	-	-	-	-	-	-	-	-	-
Subtotal		546	6,160	228	501	422	630	1,046	1,052	1,735
<b><u>Existing/Replacement Residential</u></b>										
Preston Park (Entitled)	MAR	352	352							
Cypress Knolls (Planned)	MAR		400				100	100	100	100
Abrams B (Entitled)	MAR	192	192							
MOCO Housing Authority (Entitled)	MAR	56	56							
Shelter Outreach Plus (Entitled)	MAR	39	39							
VTC (Entitled)	MAR	13	13							
Interim Inc (Entitled)	MAR	11	11							
Sunbay (Entitled)	SEA	297	297							
Bayview (Entitled)	SEA	225	225							
Seaside Highlands (Entitled)	SEA	228	228							
Subtotal		1,413	1,813	-	-	-	100	100	100	100
<b>TOTAL EXISTING RESIDENTIAL</b>			<b>1,813</b>							
<b>Total</b>		<b>1,959</b>	<b>7,973</b>	<b>228</b>	<b>501</b>	<b>422</b>	<b>730</b>	<b>1,146</b>	<b>1,152</b>	<b>1,835</b>

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

DRAFT		DRAFT								
Land Use Type	Jurisdiction	Built	Forecast plus built	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Office</b>										
Del Rey Oaks (Planned)	DRO		400,000		400,000					
Monterey (Planned)	MRY		721,524							721,524
East Garrison I (Entitled)	MCO		34,000		14,000		10,000		10,000	
Imjin Office Park (Entitled)	MAR	28,000	49,000	21,000						
Dunes (Entitled and Planned)	MAR	190,000	760,000		50,000	50,000	100,000	100,000		270,000
Cypress Knolls (Planned)	MAR		16,000			16,000				
Interim Inc. (Entitled)	MAR	14,000	14,000							
Marina (Planned)			206,500	29,500	29,500	29,500	29,500	29,500	29,500	29,500
TAMC (Planned)	MAR		40,000				20,000	20,000		
Seaside (Planned)	SEA		452,000				102,000		100,000	250,000
UC (Planned)	UC	-	200,000	-	-	40,000	40,000	40,000	40,000	40,000
Subtotal		232,000	2,893,024	50,500	493,500	135,500	301,500	189,500	179,500	1,311,024
<b>Industrial</b>										
Monterey (Planned)	MRY		216,275							216,275
Marina CY (Entitled)	MAR	12,300	12,300							
Dunes (Planned)	MAR		-	-	-	-				
Cypress Knolls (Planned)	MAR		6,000			6,000				
Marina Airport (Entitled)	MAR	250,000	250,000							
TAMC (Planned)	MAR		35,000				17,500	17,500		
Seaside (Planned)	SEA		125,320					125,320		
UC (Planned)	UC	38,000	138,000	-	-	20,000	20,000	20,000	20,000	20,000
Subtotal		300,300	782,895	-	-	26,000	37,500	162,820	20,000	236,275
<b>Retail</b>										
Del Rey Oaks (Planned)	DRO		5,000		5,000					
East Garrison I (Entitled)	MCO		40,000	-	20,000	20,000				
Cypress Knolls (Planned)	MAR		-							
Dunes (Entitled)	MAR	368,000	706,000	30,000		154,000				
TAMC (Planned)	MAR		75,000	-	-	-	37,500	37,500	-	-
Seaside Resort (Entitled)	SEA		16,300	16,300						
Seaside (Planned)	SEA		1,666,500			300,000	691,500	-	330,000	345,000
UC (Planned)	UC	-	314,500	-	-	52,500	78,500	52,500	52,500	78,500
Subtotal		368,000	2,823,300	46,300	25,000	526,500	807,500	90,000	382,500	423,500
<b>Hotel (rooms)</b>										
Del Rey Oaks (Planned)	DRO		550					550		
Dunes (Entitled)	MAR	108	108							
Dunes (Entitled)	MAR		400			400				
Seaside Resort (Entitled)	SEA		330			40	28	262		
Seaside Resort TS (Entitled)	SEA		170							170
Seaside (Planned)	SEA		860				250		200	410
UC (Planned)	UC	-	-	-	-	-	-	-	-	-
Subtotal		108	2,418	-	-	440	278	812	200	580

## Appendix C

### Building Removal Program to Date

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

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

Lessons learned from the FORA PDP project:

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

#### FORA Survey for Hidden Asbestos 1997

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

The survey for hidden asbestos showed:

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

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

#### FORA Hierarchy of Building Reuse 1998

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

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

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

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

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

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

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

#### FORA Waste Characterization Protocol 2001

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

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

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

#### FORA Building Removal for 12<sup>th</sup> Street/Imjin Parkway 2002

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

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

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

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

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

#### Dune WWII Building Removal 2005

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

#### East Garrison Building Removal 2006 thru 2007

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

#### Imjin Office Park Building Removal 2007

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

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

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

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

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

#### Continuing FORA support for CSUMB Building Removal Projects

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

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



# Fort Ord Reuse Authority

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## Appendix D

Materials for Item 7(d)(ii)  
Admin. Comm. Meeting, 7/18/12

### MEMORANDUM

Date: July 18, 2012

To: Fort Ord Reuse Authority ("FORA") Administrative Committee

CC: Michael A. Houlemard, Jr., Executive Officer  
Steve Endsley, Assistant Executive Officer

From: Jonathan Garcia, Senior Planner

Re: **Caretaker Costs, item 7(d)(ii)**

The purpose of this memo is to provide background information on Caretaker/Property Management Costs on former Fort Ord. Over the last few months, Caretaker Costs have been discussed in conjunction with the FORA Capital Improvement Program ("CIP") Review - Phase II study/formulaic approach. It was suggested that FORA staff provide additional background on Caretaker costs for future discussion. In preparation of this memo, FORA staff reviewed background material on caretaker costs from the late 1990's to present.

Caretaker status has been defined by U.S. Army regulation as "the minimum required staffing to maintain an installation in a state of repair that maintains safety, security, and health standards." This Army term may have generated the context of FORA's analysis of Caretaker costs in the late 1990's. Caretaker costs were first described in the FORA CIP in FY 2001/2002 as a \$14 million dollar cost with footnote reading: "Costs associated with potential delays in redevelopment and represent interim capital costs associated with property maintenance prior to transfer for development (as per Keyser-Marston truthing of caretaker and other costs)."

FORA has maintained Caretaker costs in its annual CIPs since the initial FY 2001/2002 CIP. Within the last five years, FORA and County of Monterey Office of Housing and Redevelopment staff discussed property management costs associated with the County's habitat property described in the draft Fort Ord Habitat Conservation Plan ("HCP"). FORA and its HCP consultant note that trails planning/maintenance costs for public access on these properties are costs that the U.S. Fish and Wildlife Service/California Department of Fish and Game do not allow to be funded by the HCP, but should be funded by other jurisdictional resources.

During FORA's CIP review - Phase I Study, concluded in May 2011, FORA's Financial Consultant recommended that Caretaker/Property Management costs be removed from FORA's CIP Contingencies since no costs had been defined. FORA jurisdictions requested that Caretaker costs be added back in order to cover basewide property management costs, should they be demonstrated.

FORA expended \$20,000 in the previous fiscal year toward Monterey County's Fort Ord Recreational Habitat Area ("FORHA") Master Plan preparation process, in which the County has undertaken planning for a proposed trail system. This line item is wholly dependent on whether sufficient revenue is received during the fiscal year. In its current CIP, FORA maintains a \$12.2 million dollar line item for



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caretaker costs. FORA Assessment District Counsel opined that FORA Community Facilities District Special Tax payments cannot fund caretaker costs. For this reason, funding for Caretaker costs would have to come from FORA's 50% share of lease and land sales proceeds on former Fort Ord, any reimbursements to those fund balances, or other designated resources should they materialize.

From approximately 2000 to 2004, the U.S. Army entered into Cooperative/Caretaker Agreements with the City of Marina, the City of Seaside, and the County of Monterey. Below are two tables summarizing the agreement periods, amounts of funding involved, and an example of tasks included in these agreements. It is noted that these tables are not a comprehensive summary of the Army's caretaker agreements with the jurisdictions, but provide additional information on the subject.

### Cooperative/Caretaker Agreements between the U.S. Army and former Fort Ord Jurisdictions

Summary of Caretaker Agreement Periods	Marina Funding	Seaside Funding	County Funding
July 2000 – June 2001		\$647,512	
July 2002 – December 2002	\$50,694		
July 2002 – June 2003		\$52,736	\$49,500
July 2002 – June 2003	\$49,902	\$57,808	\$156,672
October 2003- June 2004	\$7,875	\$37,773	\$74,754
<b>Totals</b>	<b>\$324,308</b>	<b>\$364,154</b>	<b>\$496,763</b>

### Description of tasks in Marina Caretaker Agreement for Period July – December 2002

Task #	Description	Budget
1	Tree Trimming	\$6,240
2	Mowing	\$10,000
3	Pavement Patching	\$3,425
4	Centerline/Stenciling	\$5,560
5	Barricades	\$3,100
6	Traffic Signs	\$2,080
7	Catch Basin/Storm Drain Maint.	\$1,600
8	Vacant Buildings	\$7,025
9	Vegetation Control/Spraying	\$2,055
13	Paving/Slurry Seal	\$5,000
14	Administration (10% of total)	\$4,608.50
	<b>Totals</b>	<b>\$50,693.50</b>