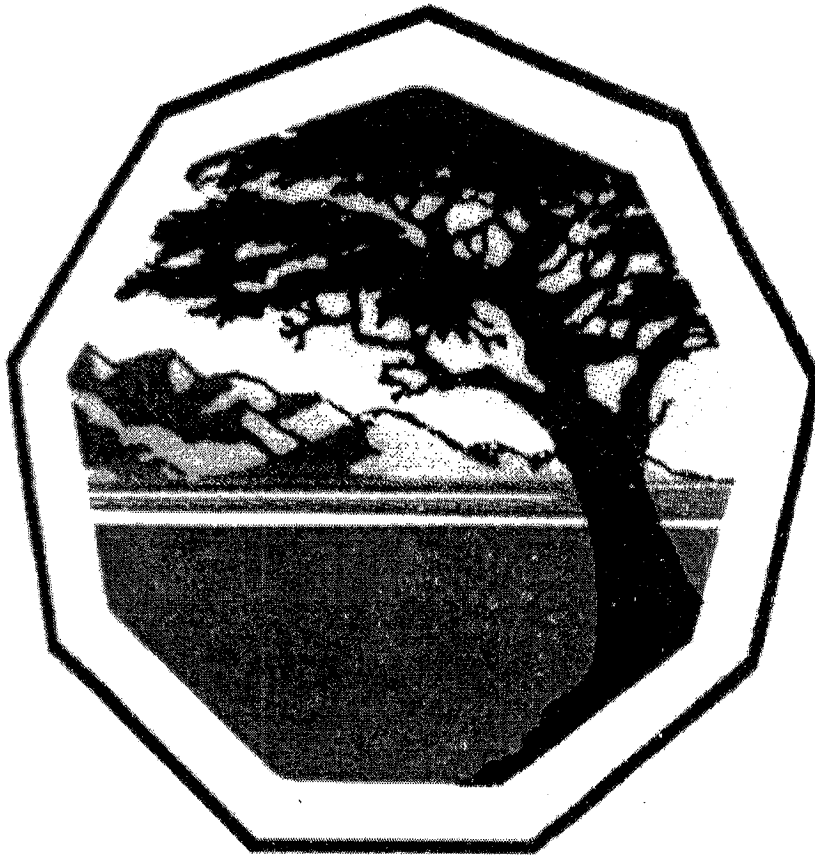


# **Fort Ord Reuse Authority**



## **Capital Improvement Program (CIP) FY 2002/2003 through 2021/2022**

Final Version – FORA Board Approved 06/14/02

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## **PREFACE**

At the June 8, 2001 FORA Board meeting, the Board of Directors approved the Capital Improvement Program (CIP) FY 2001/2002 through 2020/2021 document, with an anticipation to annually revisit, review and approve a modified CIP document that would include any substantive reprogramming of projects or other modifications deemed appropriate and necessary.

This annual review/approval process primarily accommodates the need to adjust the implementation timeframe of the multiple obligatory capital projects required under the Base Reuse Plan to meet the infrastructure demands expected from development projects. The annual reviews also provide the opportunity to maintain an up-to-date document that reflects current land use jurisdiction development forecasts, associated revenue streams forecast there from and disbursement of those revenues against requisite projects as project obligations are met or scheduled to be met.

This preface is intended to provide the reader with a summary of the changes that appear in the current CIP FY 2002/2003 through 2021/2022 document approved by the FORA Board of Directors at its June 2002 meeting.

### **Placement of Projects over the 20-year CIP horizon**

The primary modification from the Board-approved June 8, 2001 CIP document to this current document is the movement of the 20 year CIP timeframe out one year, maintaining the same relative time-placement of projects. The 20-year horizon therefore shifts to FY 2002/2003 through FY 2021/2022.

The predominant reason for the "one-year-shift" is the lack of revenue as forecast last year. \$23,750,000 in development fee revenue and \$10,858,000 in land sale revenue were forecast for FY 2002/03. These revenues were predicated upon developments in the Cities of Seaside, Marina and Del Rey Oaks which have yet to move to the implementation stage.

Additionally, approximately 1200 acres of real estate were to have been transferred to FORA from the U.S. Army during 2001. Due to the transfer delays, development opportunities have also been delayed.

FORA staff will, as a matter of course, secure new development forecast information from the land use jurisdictions during the 2002/03 fiscal year, and any modifications required to the placement of projects within the CIP will be reported to the FORA Board at mid-year budget review and/or annual budget review.

## **Section by Section Overview of Modifications made to the June 8, 2001 CIP Document**

### **Section I, Executive Summary**

Modifications to subsections 1, 2, 3 and 4 of the Executive Summary Section acknowledge approval actions taken by the Board on the CIP Document in June 2001; acknowledge formation of the "Community Facilities District" ("CFD"); reference a new Appendix B which contains development project forecasted revenues for development fees and land sale proceeds; adjust verb tense and highlight "one-year shift" of program noted above.

Modifications to subsection 5 highlight the removal of the fiscal summary and project descriptions of projects accomplished to date (Appendix B), referring the reader to the FORA Quarterly Report for this information. (This modification was made to refer the reader to the more frequent (quarterly) reporting on funded projects that are either completed or ongoing.) As noted above, Appendix B now contains the development project revenue forecasts.

### **Section II, Obligatory Program of Projects**

Modifications to subsection a) of Section II acknowledge formation of the CFD. In addition, modifications are made to the text to acknowledge work currently underway to evaluate the "candidate projects" described in Appendix C of the CIP document.

Modifications to subsection b) of Section II acknowledge work currently underway to refine a water augmentation program.

Modifications to subsection c) of Section II acknowledge work currently underway on the reconfiguration of the Storm Drainage System.

Modifications to subsection d) of Section II are limited to verb tense changes to acknowledge the recent bond issuance to meet habitat management requirements.

Modifications to subsection e) of Section II acknowledge work underway by staff, the Administrative Committee and fire officials to define/refine "best use of funds" to augment firefighting capability.

Modifications to subsection f) reflect work accomplished by City of Marina/FORA staff to provide greater accuracy in how the Building Removal Program is expected to proceed.

### **Section III, FY 2002/2003 through 2021/2022 Capital Projects**

Modifications to this Section III reflect the "one-year shift" in the 20-year time horizon of the CIP.

The Tables 1, 2 and 3 in this Section III have also been modified to reflect the 2.9% Engineering News Record Construction Cost Index increase from January 2001 to

January 2002. It is noted that the development fee revenue projections in Table 3 also reflect a 2.9% revenue increase, in keeping with the annual increases associated with the Community Facilities District. This 2.9% increase has been applied to forecasted land sale revenues as well.

Modifications to this Section III also reflect the current status of the Lightfighter Drive Main Gate priority improvement which is currently under contract for construction. It is noted in the modifications that a favorable bidding climate allowed for this improvement to be funded under the EDA Grant program proceeds, availing bond sale proceeds for any subsequent local matching share requirements for EDA (or other) Grant offers.

### **Appendices A through D**

No modifications made to Appendix A.

Appendix B replaced as described above.

Appendix C modifications reflect last year's FORA Board action to approve "candidate project" process.

Appendix D modifications reflect FORA Board action under the Community Facilities District to account for cost escalation by annually indexing development fees.

## **I. Executive Summary**

### **1) Overview**

This Fort Ord Reuse Authority ("FORA") Capital Improvement Program ("CIP") is responsive to the capital improvement obligations defined under the Fort Ord Base Reuse Plan ("BRP") as adopted by the FORA Board in June 1997.

The BRP carries a series of mitigative project obligations defined in Appendix B of that plan as the Public Facilities Implementation Plan ("PFIP"). The PFIP, which serves as the baseline CIP for the reuse plan, is to be re-visited annually by the FORA Board to assure that required projects are implemented in a timely way to meet development needs.

The PFIP was developed as a four-phase program spanning a twenty-year development horizon (1996-2015) and was based upon the best at-the-time forecasts of development patterns anticipated in concert with market absorption schedules for the area. The PFIP also anticipated that property transfers (Army to FORA to land use jurisdictions) would be completed in a timely fashion at the onset of the twenty-year horizon.

Although the Memorandum of Agreement ("MOA") between the U.S. Army and FORA for the no-cost Economic Development Conveyance ("EDC") for transfers of property was executed in summer 2000, actual transfers will be phased (over the next six to eight years) as properties are "cleaned" of hazards/contaminants by the Federal Government. Following transfer to FORA, properties will transfer to the municipalities for sale or to the private sector as defined in the FORA Land Use Jurisdictions' Implementation Agreements.

This past year, FORA has again worked closely with its Member Agencies/Land Use Jurisdictions to review forecasted development, based upon Army-projected remediation and removal activities and current forecasts of development patterns and timing on the former Fort Ord.

Due to the lack of current development activity, the re-programming of this CIP document is limited to a one-year forward shift of the 20-year CIP horizon to be FY 2002/2003 to 2021/2022, maintaining the same relative project placement.

The Fort Ord Reuse Authority is scheduled to sunset in 2014 (or when 80% of the BRP has been implemented, whichever occurs first) according to State Law, which will occur prior to the end of this CIP time horizon. Therefore, the revenues and obligations herein will be allocated accordingly to jurisdictions under the Local Agency Formation Commission process for the dissolution of the Authority.

### **2) Periodic CIP Review and Reprogramming**

Due to the nature of development forecasting, it is certain that today's best forecasts of development timing and patterns will differ from reality. Recognizing this, the BRP

Land Sale (and lease) proceeds are expected to cover costs associated with the Building Removal Program. Such proceeds will follow transfers and the jurisdictions processing of individual projects.

FORA, in concert with its Member Agencies, utilized the most current forecasts of development (timing and patterns), in conjunction with anticipated revenue streams expected from those developments, to "place" projects (and their costs) to arrive at cost/revenue balance. This exercise continues to be routine in the review and reprogramming efforts described above.

Appendix B herein contains a tabulation of the proposed developments with their corresponding fee and land sale revenue forecasts. The forecasted revenue streams are balanced against the obligatory capital project costs in Table 3 of this document.

[Section III and Appendix D herein provide additional information regarding cost/revenue balance over the CIP planning horizon.]

## **5) Projects Accomplished to Date**

Although the BRP was not adopted until 1997, and it wasn't until year 2000 that land conveyance agreements were finalized between the U.S. Army and FORA, FORA has been actively implementing projects since 1995.

As of this writing, FORA has successfully secured approximately \$ 27M in grant funds from The Department of Commerce Economic Development Administration ("EDA"). This amount represents approximately \$ 30M in total project costs (soft and hard costs) inclusive of requisite local matching funds.

The  $\pm$  \$3M matching requirement was secured by \$0.7M in State Defense Adjustment Matching ("DAM") grants and \$2.3M in contributions by FORA Members.

A fiscal summary and status report of previously approved projects that have been completed or are currently being implemented continues to be provided in the FORA Quarterly Reports.

Section III herein provides additional detail regarding how a number of EDA-funded projects are credited against the FORA base wide obligations.

The following Section II provides summary descriptions of the BRP obligatory elements of this CIP.

## II. Obligatory Program of Projects – Description of CIP Elements

As noted in the Executive Summary, the distinct obligatory elements of the BRP CIP include Transportation/Transit, Potable Water Augmentation, Storm Drainage, Habitat Management, Public Facility (Fire Station) and Building Removal.

The first five elements noted are to be funded by Development Fees. Land sale (and lease) proceeds are to fund the Building Removal Program.

Summary descriptions of each element of the BRP CIP follow.

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

During the preparation of the BRP and the accompanying Environmental Impact Report ("EIR"), the Transportation Agency of 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.

The TAMC Study utilized the Draft BRP transportation network as the basis for its transportation "modeling". TAMC assigned and distributed trips projected from the zoning and proposed plan densities of development to determine the "preliminary nexus" impact of Fort Ord development on the three categories of roadways, namely, "On-Site" former Fort Ord, "Off-Site" former Fort Ord and "Regional" (e.g., State Highways) to the former Fort Ord.

The TAMC Study results projected a percentage of traffic attributable to Fort Ord Development in the noted categories and assigned a corresponding dollar amount to the several projects in each category as FORA Development share of costs. Table 1, Section III a) provides detailed information on the "assigned" costs. Additionally, Table 1 provides brief project descriptions and project limits for the several project elements.

When the BRP and the accompanying Final EIR were adopted by the Board, the transportation (and transit) obligations as defined by the TAMC Study were also adopted as mitigations to the development under the BRP.

The FORA Board subsequently included the Transportation/Transit element (obligation) as a requisite cost component of the adopted Development Fees and subsequent CFD.

The following graphic (Figure 1) provides a pictorial representation of the obligatory Transportation elements assigned to the BRP. Figure 2 depicts Fort Ord within the TAMC Study limits.



# Legend

- Project
- 1 - Davis Road Widening
  - 2 - Davis Road New Bridge
  - 3 - Davis Road-Widening and Bridge
  - 4 - Reservation Road-Widening
  - 5 - Del Monte-Seaside/Monterey
  - 6 - Del Monte-Marina
  - 7 - California
  - 8 - Crescent
  - FO1 - Gateway & Misc Safety Imprvs-Rehab
  - FO2 - Abrams
  - FO3 - 12th-Imjin
  - FO4 - Blanco-Imjin Connector
  - FO5 - 8th Street
  - FO6 - Inter-Garrison
  - FO7 - Gigling
  - FO8 - 2nd Avenue
  - FO9 - General Jim Moore Blvd
  - FO10 - California
  - FO11 - Salinas Avenue
  - FO12 - Eucalyptus Road
  - FO13 - Eastside
  - R3 - Highway 1-Seaside-Sand City
  - R6 - Highway 68 - Bypass Freeway
  - R9 - Highway 218 Widening
  - T-22
  - Jurisdictional Boundaries

## Capital Improvement Program Transportation Network



3000 0 3000 6000 Feet

Draft-  
For Conceptual  
Purposes Only

Fort Ord  
Reuse  
Authority



Prepared By David R. Johnston  
(831) 384-7085  
4/4/01  
Information Provided By: FORA

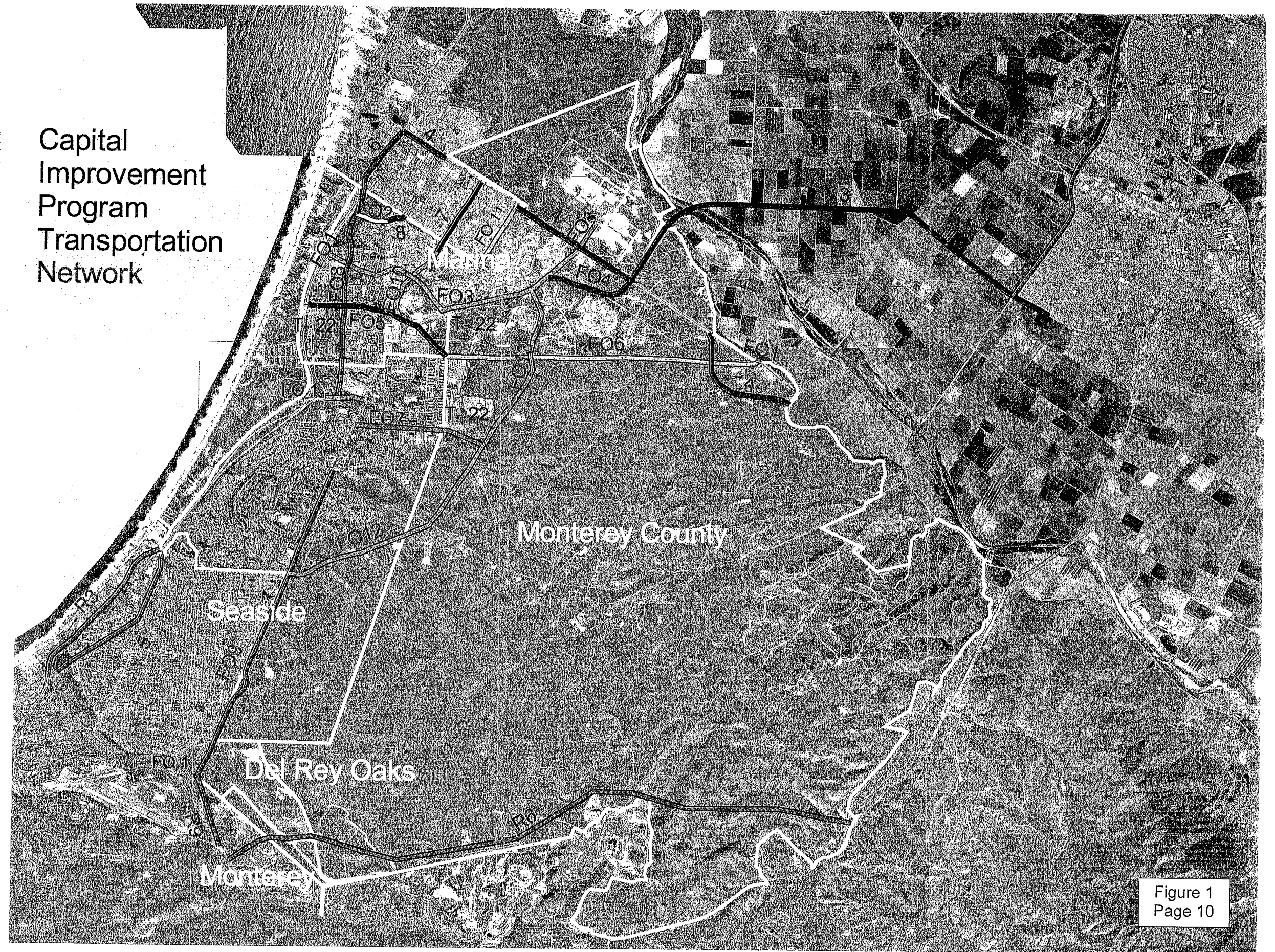
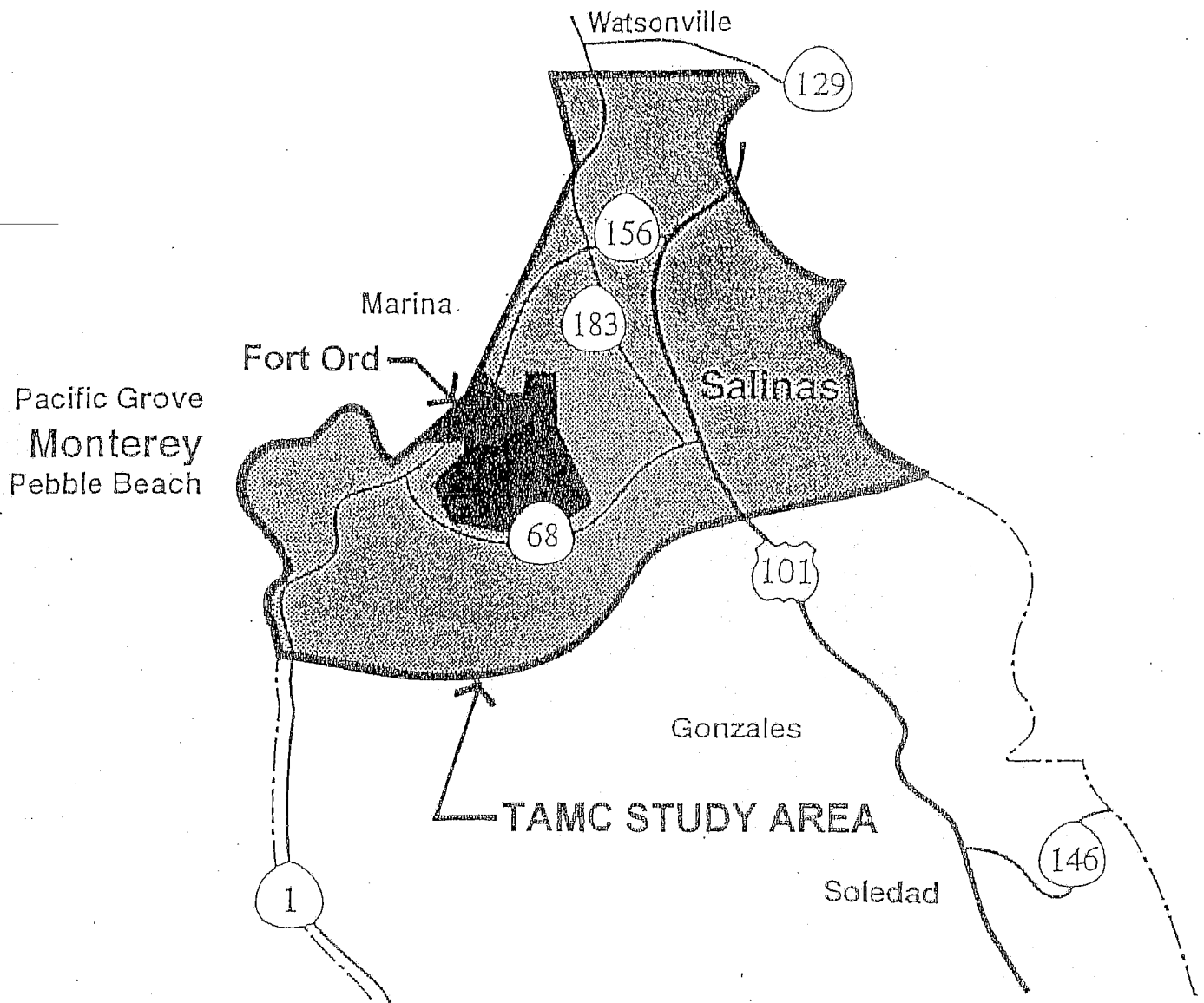


Figure 1  
Page 10



Source: Working Paper #3 - Transportation Plan for Year 2015 Prepared for TAMC - 8/96



As can be seen in Figure 1, "Off-Site" and "Regional" Projects are beyond the boundaries of the former Fort Ord. Implementation of these projects also falls outside FORA's purview, with lead agency status resting with other responsible parties (e.g. Caltrans, TAMC, Monterey County).

Additionally, the majority, if not all of the "Off-Site" and "Regional" Projects, are projects which have only the Fort Ord Development financial obligation secured by means of the FORA Development Fees. The majority of funds required to effect design, environmental review, and construction remain unsecured.

It is likely that development will proceed on the former Fort Ord before full funding is secured for these "Off-Site" and "Regional" improvements. Recognizing this potential eventuality, the BRP provides for the flexibility to allocate funds, earmarked as obligatory funding contributions to these off-site and regional mitigation projects, to alternative projects that can be designed, environmentally reviewed and constructed within FORA's purview to alleviate the traffic congestion and impacts associated with the development on the former Fort Ord.

Toward the goal of exercising the provision of the BRP to mitigate traffic impacts with alternative ("candidate") projects, a process protocol was approved by the FORA Board on June 8, 2001.

Appendix C herein contains the protocol process currently being implemented for the listed "candidate" projects.

The results of the work currently being performed will be reported to the FORA Board with appropriate recommendations during FY 2002/2003.

#### **b) Potable Water Augmentation**

The BRP as adopted by the Board in June 1997 identifies availability of water as its primary resource constraint.

The density of development anticipated by the BRP utilizes the total available potable water supply of 6600 acre-feet per year ("AF/yr"), as described in the BRP, Appendix B, (PFIP section p 3-63).

In addition to the potable water supply, the adopted BRP requires an augmentation of 2300 AF/yr for irrigation purposes to achieve the development level permitted by the BRP.

Given the above, the FORA Board approved the Development Fee inclusive of a \$15M earmark for potable water augmentation. The \$15M in January 2002 dollars has escalated to \$17,673,075, given the inflationary factors described herein.

This funding earmark was set aside to address the mandate in FORA's Development and Resource Management Plan ("DRMP") which states the following under the

"Management of Water Supply" Section, Article 3.11.5.4(d) 3) Reclaimed Water Source and Funding:

**"FORA shall continue to actively participate in and support the development of reclaimed water supply sources by the water purveyor and the Monterey Regional Water Pollution Control Agency ("MRWPCA") to ensure adequate water supplies for the former Fort Ord. The CIP shall fund a reclaimed water program adequate for the full development of industrial and commercial land uses and golf course development."**

In addition to reclaimed water, the BRP anticipates the exploration of other potential water sources as well, inclusive of desalination. FORA continues to work with Marina Coast Water District ("MCWD") and MRWPCA on moving the reclamation project forward and FORA is exploring options with MCWD with respect to desalination facilities.

The \$17,673,075 obligation has been placed in the CIP document as an even distribution of \$930,162 over a nineteen-year period, beginning in FY 2003/2004.

This "placement" of funds will be refined as more detailed planning, environmental feasibility and design work ensues with both MCWD and MRWPCA during the next eighteen months. (It is noted that MCWD has awarded a professional services contract under which a thorough water augmentation "viable options analysis" will be performed. This analysis will be used as the basis to formulate recommendations to the FORA/MCWD Boards of Directors on how best to advance to the implementation stage of the water augmentation program. The primary criteria being given consideration in the analysis are environmental consideration, cost consideration and long-term sustainability.)

**c) Storm Drainage System Projects**

The adopted BRP recognizes the need to eliminate the discharge of storm water runoff from the former Fort Ord to the National Marine Sanctuary. In addition, the FEIR accompanying the BRP specifically addresses the need to remove the five storm water outfalls that currently discharge storm water runoff to the Sanctuary. Section 4.5 of the FEIR, Hydrology and Water Quality, contains the following obligatory Conservative 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) 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, the FORA Board included a \$5.2M earmark in the Development Fee it adopted in 1999, which has escalated to \$5,977,034 (January 2002 dollars).

Also in 1999, the City of Seaside, working in concert with FORA, was awarded a Technical Assistance Grant by the EDA in the amount of \$110,000. The proceeds of these funds, as managed by FORA, were utilized to initiate planning, environmental feasibility and preliminary designs for projects which would provide an alternative disposal method for storm water runoff and allow for the removal of the storm water outfalls.

FORA and the City of Seaside, as co-applicants have since been awarded a \$3M EDA Grant, proceeds of which are allowing FORA and Seaside to complete designs, environmental review and construction for the storm drainage tributary areas, which would include the required removal of the outfalls.

The current Storm Drainage Systems obligation of \$5,977,034 may be eliminated completely should the obligation be fully met by the EDA Grant. Next year's annual update of the CIP will reflect any obligations that may remain following project implementation.

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

Appendix A, Volume 2 of the BRP contains the Habitat Management Program ("HMP") Implementation 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 the implementation of the HMP.

Subject to final approval by the U.S. Fish and Wildlife Service ("USFWS") and the California Department of Fish and Game ("CDFG"), FORA's Habitat Management funding obligations will take on the following form:

1. A \$ 1.5M upfront funding (comprised of \$1.3M in borrowed funds and \$200K in secured funds) for initial management planning and capital costs, serves as a down payment on an endowment fund, the earnings on which will allow for required habitat management activities on the habitat parcels that have already transferred.
2. Additionally, as development takes place and Development Fees are paid, \$1 out of every \$4 collected will be earmarked to build a total endowment of \$6,339,046, the principal funds necessary to produce an annual income sufficient to carry out required habitat management responsibilities in

perpetuity. This fund estimate has been developed by an independent consultant retained by FORA (and includes the \$1.5M upfront capital).

The financing plan is predicated on an earnings rate assumption acceptable to USFWS and CDFG for endowments of this kind, and economies of scale provided by unified management of FORA's habitat lands by qualified non-profit habitat managers. FORA will be securing the services of the appropriately experienced habitat manager(s) via a formal selection process this year.

It is noted that FORA will not control expenditure of the annual line items, but merely fund the endowment, and the initial and capital costs, to the agreed upon levels. This has been accomplished as follows:

1. \$1.3M revenue bond issue, secured by Preston Park revenue stream.
2. \$200,000 previously appropriated by the FORA Board from the pre-01/02 fiscal year Preston Park revenues.
3. Additional Development Fees collected as development occurs, on a \$1 for habitat management for every \$4 of Developer Fees collected. This will cease when the target of \$6,339,046 is achieved.

**e) Public Facility (Fire Station) Requirements**

During the past year, FORA staff has met with the Administrative Committee and fire officials from the land use jurisdictions and the U.S. Army to refine how the FORA capital obligation will best be met. During FY 2002/2003, the Administrative Committee and staff will make a recommendation to the FORA Board on how best to utilize the obligatory funds to address fire-fighting capability enhancement. It is expected that those expenditures will assist in the building or rehabilitation of an appropriately located facility on the former Fort Ord.

FORA will be convening a multi-agency task force of fire service officials this year to further refine this effort.

**f) Building Removal Program**

The BRP includes, as a base wide obligation, the removal of non-useable building stock to make way for redevelopment of certain portions of the cantonment, housing, and East Garrison areas of the former Fort Ord. The FORA Board has re-confirmed that within the Economic Development Conveyance areas, select building removal (required for redevelopment) is a basewide cost and is the responsibility of FORA. It has been assumed to date that most (if not all) of this select building removal will be funded from land sale (or lease) revenues. Therefore, funding to accomplish the building removal remains project development dependent and may be uneven in its accrual.

FORA will continue to work with its Member Agencies to develop priority areas for building removal in the following areas:

1. Within the City of Marina along Highway 1 east to 2<sup>nd</sup> Avenue, including all of Combat Development Experimentation Command ("CDEC") Hill. (Similar to West University Village area in the proposed Marina General Plan)
2. Within the City of Marina from 2<sup>nd</sup> Avenue East to CSUMB. (Including but larger than North University Village area in the proposed Marina General Plan)
3. Surplus II – Within the City of Seaside, selected buildings not programmed for reuse along Gigling.
4. East Garrison – Selected buildings within this area of the County that are not programmed for reuse.

The Building Removal Program will proceed as development occurs and land sale proceeds are collected, with a few exceptions where grants, federal programs, or other seed funds are secured to accelerate removal. The Building Removal Program is recommended to proceed as follows:

1. Systematic phasing of building removal, to be sequenced as developments come on line, as follows:
  - a) FY 2001/02 and FY 2002/03; +/- \$1.4M bond issuance (collateralized by Preston Park lease proceeds if endorsed by the FORA Board), to provide for the removal of the buildings within the 12<sup>th</sup> Street corridor.
  - b) Earmark a funding level as shown in Table 3 (Page 27) herein to accommodate an estimated cost of \$73.4M to bring the building removal program to completion. The accompanying map (Figure 3) depicts (shaded areas) where anticipated land sale proceeds will be applied. Figure 3 also depicts building removal activity along the 12<sup>th</sup> Street corridor, should bond issuance as described above proceed in FY 2001/2002.
2. Account for building removal/disposal provided by the Army under its legislated mandate to develop "thermo-chemical" conversion of the building materials/building stock slated for removal on the former Fort Ord.
3. Seek supplemental funds (grants or low/no interest loans) to enhance and accelerate building removal.
4. Continue to explore and deploy deconstruction principles wherever practical.

It should be noted that in select cases, a project developer may choose to accelerate the building removal process by taking on portions of the requirements by using buildings in place or demolishing structures in advance of land sale cash flow availability. In these cases, through negotiating the final sale price of such a parcel, FORA will forego a portion or all of the FORA share of land sales revenue for that parcel commensurate with the actual building removal expenditure by the developer accelerating the process to initiate a project.

The building removal activity forecast in Table 3 reflects a balancing of costs and revenues as currently predicted. In anticipation of revenue accrual and in order to accomplish proper prioritization and sequencing of building removal activities, the local agencies and FORA should consider buildings for removal based upon the following factors:

- The removal should be based upon a community process involving participation from the most affected communities. This review may very well be tied to the specific planning process that should soon be underway for the West & North University Village development.
- The removal or interim transformation of the buildings should be based upon multiple factors emphasizing interim economic return, safety and aesthetics. In this regard, buildings (such as the warehouses near Highway 1) may be transformed to preserve the economic opportunity, while buildings more remote which have little economic potential and are unsafe in their deteriorated condition may be high candidates for removal when considered through a public process outlined above.

In order to facilitate a sequenced removal of the World War II era buildings on the former Fort Ord, FORA and Marina staff were directed to produce for the Administrative Committee:

1. Criteria for prioritizing building removal.
2. A process for evaluating building removal priorities.
3. An illustrative Building Removal Map with initial target areas identified.

On January 7, 2002 City of Marina and FORA staff met to begin to develop the three items above. After discussion, it was decided to focus efforts on defining Items 1 and 2 above. It was felt that future refinement of the criteria and process during the development of specific projects and the University Village Specific Plans would be needed before a FORA/Marina Map outlining areas for building removal would be effective.

Marina is anxious to keep all opportunities for development open as they develop their Specific Plan for the North and West University Villages. The Building Removal Guidance Criteria presented below is meant to provide guidance yet maintain a high level of flexibility during future CIP and Marina City review.

### **BUILDING REMOVAL GUIDANCE CRITERIA**

Initial - Joint Marina/FORA Staff Review to define upcoming areas of removal

#### **Criteria Initially Evaluated by Marina:**

- Coordinate priorities with University Villages' development schedule.
- Coordinate with funds available.
- Pace removal activities with need for roads and other infrastructure.
- Coordinate/capture income producing opportunities before building removal.



- Identify feasibility of building reuse based upon a FORA report evaluating reuse opportunities under the FORA Reuse Hierarchy. i.e.:
  1. Reuse in Place,
  2. Relocation,
  3. Deconstruction,
  4. Demolition.
- Develop land/buildings efficiently.

**Criteria Initially Evaluated by FORA:**

- Facilitate land sales revenue to pay for building removal as base-wide costs.
- Optimize building removal costs/funding.
- Remove obsolete buildings in Economic Development Conveyance parcels.
- Eliminate Highway One corridor impacts.

**BUILDING REMOVAL EVALUATION PROCESS**

To specify buildings for removal in an area designated by the criteria above.

**1. Initial FORA/Marina Staff Review**

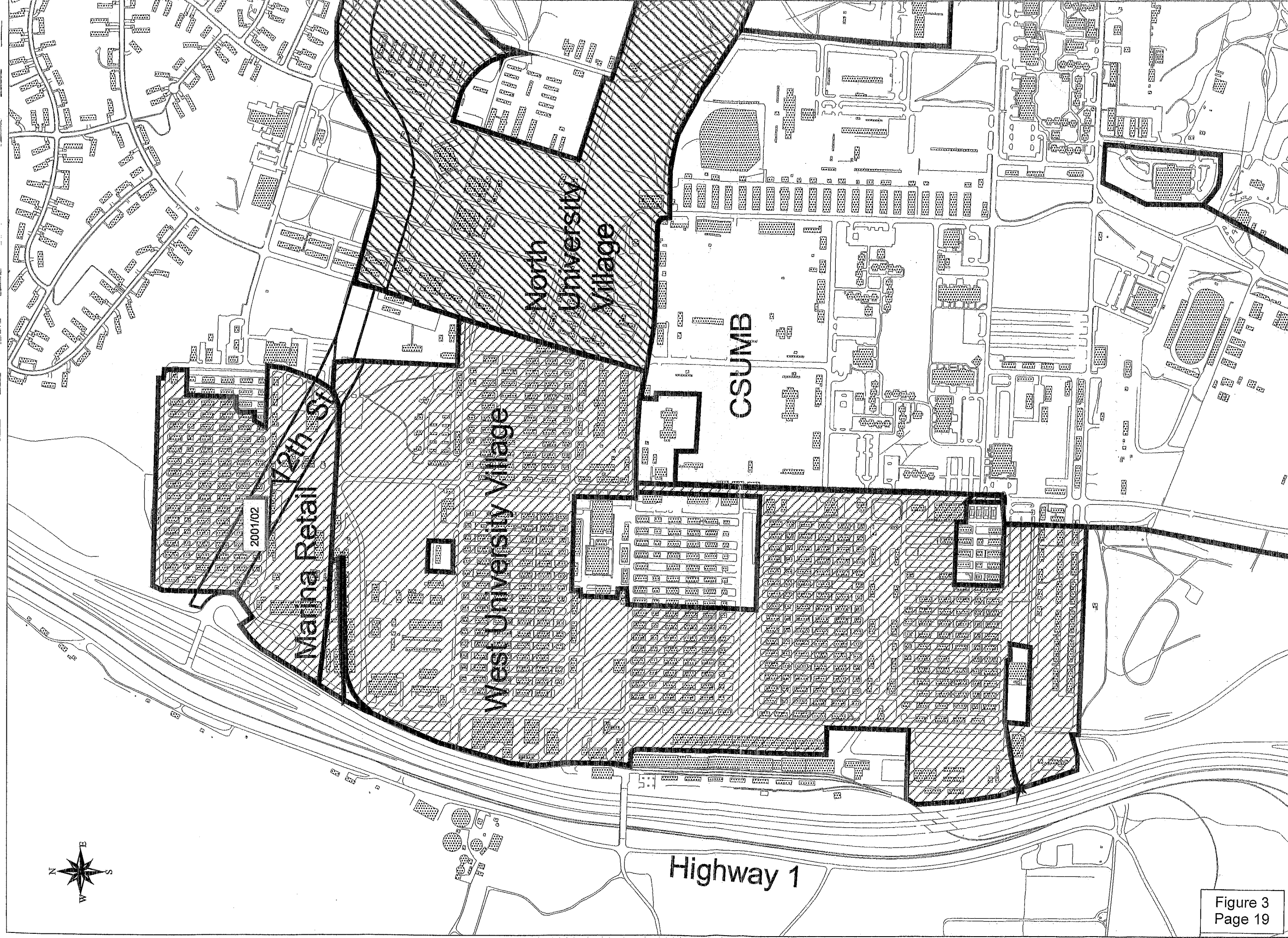
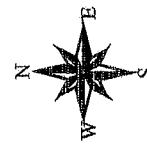
- Prioritize candidate buildings for removal based on the following priorities:
  1. Public/Environmental Safety needs.
  2. Priorities defined by the University Village Specific Plans.
  3. Road and Infrastructure needs.

**2. Marina Council Approval:**

- Marina Planning Department Review.
- Marina Council approval of buildings to be removed.

**3. FORA Board Approval:**

- FORA Board approval of buildings to be removed.



**Legend**

-  N. UNIVERSITY VILLAGE
-  MARINA RETAIL
-  W. UNIVERSITY VILLAGE

# Building Removal Map

Figure 3  
Page 19

**NOTE:**

- 1) SEASIDE SURPLUS AREA II, +/- \$1 MILLION ALLOTTED
- 2) MONTEREY COUNTY, EAST GARRISON +/- \$1 MILLION ALLOTTED

## **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 the water and wastewater collection systems on the former Fort Ord.

By agreement with FORA, MCWD is tasked to assure that a Capital Improvement Program is in place and implemented to accommodate repair, replacement and expansion of the systems. To provide uninterrupted service to existing customers and to track with system expansion to keep pace with proposed development, MCWD and FORA Staff continue to coordinate system(s) needs with respect to anticipated development.

MCWD is fully engaged in the FORA CIP Process, and adjusts its program for the noted systems to be coincident with the FORA CIP.

The FORA Board, by its action in 1997, has also 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 Staff prepare recommended actions for the Board's consideration with respect to budget and rate approvals.

This process provides the proper tracking mechanism to assure that capital development of the systems is in sequence with development needs on the former Fort Ord.

Capital improvements for system(s) operations and improvements are to be funded by customer rates, uniformly distributed to the water and wastewater collection system customers.

The capital improvements for the system(s) are approved on an annual basis by the MCWD Board and the FORA Board as outlined above. Therefore, the systems' capital improvements are not duplicated in this document.

### **III. FY 2002/2003 through 2021/2022 Capital Projects**

Sections I & II of this CIP document, more particularly the projected costs and revenues of the obligatory elements of the CIP, are summarized in this Section III on Table 3, page 27. The reader's attention is directed to the following Article a), which provides more detail on the Transportation/Transit Element, the most costly and complex portion of the program.

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

##### **Background Information**

Since 1995, FORA has pursued EDA Grant funds to design, environmentally assess and construct much-needed improvements on the infrastructure systems that are victims of deferred maintenance. Additionally, FORA needed to address bringing Army constructed improvements into compliance with transportation and municipal standards.

Such improvements were implemented predominately on the existing water system, wastewater collection system and roadway system, funded by Grants secured in 1995, 1996 and 1997.

Following adoption of the BRP, the FORA Board shifted its attention to the obligatory transportation network projects, which represent approximately seventy-eight percent of the basewide obligatory capital costs.

FORA Staff was directed to pursue funding based upon the Board's July 1998 action to re-prioritize several transportation project elements considered to be top priorities.

Funds were secured in 1998, 1999 and 2000 (EDA Grant Program) and are currently being utilized for construction of the following top priority obligatory projects:

- California Avenue
- Blanco Road
- Imjin Road
- Reservation Road
- 12<sup>th</sup> Street Gateway/Corridor

The following spreadsheet (Table 1), entitled "Transportation Network Information" graphically demonstrates the EDA Program offsets against the obligatory costs of the above-listed projects, as well as previously completed projects that have also reduced the BRP Transportation obligations. The reader's attention is directed to off-site projects 3 and 7, as well as on-site projects F01, F03, and F010, which are the obligatory projects against which EDA funding has applied.

As construction on currently funded projects concludes during the 2002/2003 fiscal year, final cost accounting will be used to modify, if necessary, any off-sets against obligatory costs of projects as shown in Table 1.

Transportation Network Information					1995/1996 - 2001/2002 EDA Capital Improvement Program (Obligatory Transpo \$ Offsets)								
Project #	Project Title	Project Limits	Transportation Improvement Costs July 1997 TAMC Study (May 1995 dollars)	TAMC Preliminary Nexus Improvement Costs (July 1997 Study) Fort Ord Development Share (1995 dollars)	15.96% Improvement Cost Inflation (from May 1995 to January 2001)	Project #	1995/1996	1997/1998	1998/1999	2000/2001	2.9% Impr. Cost Inflation (1/01-1/02) on Net FORA Obligation	2001/2002	Net FORA Development Obligations
Regional Improvements													
R1	Highway 1 - Hatton Canyon		\$ 36,000,000	0	\$ -	R1							
R2	Highway 1 - North of Castroville		\$ 60,000,000	0	\$ -	R2							
R3	Highway 1-Seaside/Sand City	Widen Highway 1 from 4 lanes to 6 lanes from Fremont Avenue Interchange south to the Del Monte Interchange.	\$ 20,000,000	6,400,000	\$ 7,421,440	R3					\$7,636,662		\$ 7,636,662
R4	U.S. 101 - Prunedale Bypass		\$ 236,000,000	0	\$ -	R4							
R5	U.S. 101 - Interchanges		\$ 63,000,000	0	\$ -	R5							
R6	Highway 68 - Bypass Freeway	Construct Highway 68 bypass from Highway 218/Hwy 68 to east of San Benancio Road Intersection.	\$ 177,000,000	18,054,000	\$ 20,935,418	R6					\$21,542,546		\$ 21,542,546
R7	Highway 156 Widening		\$ 50,000,000	0	\$ -	R7							
R8	Highway 183 Widening		\$ 59,000,000	0	\$ -	R8							
R9	Highway 218 Widening	Widen Highway 218 from 2 lanes to 4 lanes between Gen. Jim Moore Blvd and Highway 68 intersection.	\$ 3,590,000	1,629,860	\$ 1,889,986	R9					\$1,944,795		\$ 1,944,795
Subtotal Regional Improvements			\$ 704,590,000	26,083,860	\$ 30,246,844						\$ 31,124,003		\$ 31,124,003
Off-Site Improvements													
1	Davis Road-Widening n/o Blanco	Widen Davis Road from 2 lanes to 4 lanes from Blanco Road northerly to West Rossi Street (Northerly of SP Railway). Widen from 4 lanes to 6 lanes from West Rossi S northerly to Hwy 101.	\$ 10,000,000	5,570,000	\$ 6,458,972	1					\$6,646,282		\$ 6,646,282
2	Davis Road- New bridge	(PFIP T-4) Replace existing bridge, 4 lanes wide at higher elevation (at Salinas River) to avoid wash outs.	\$ 5,000,000	2,030,000	\$ 2,353,988	2					\$2,422,254		\$ 2,422,254
3	Blanco Road-Widening and bridge <i>Footnote [1]</i>	(PFIP T-5.1, T-5.2) Widen from 2 lanes to 4 lanes from Reservation Road to Alisal Road including the Salinas River Bridge.	\$ 12,378,000	6,337,536	\$ 7,349,007	3				\$ 1,611,952	\$5,903,429		\$ 5,903,429
4	Reservation Road-Widening	(PFIP T-6, T-7, T-8) Widen Reservation Road from 4 lanes to 6 lanes from Del Monte Boulevard to Crescent Avenue intersection and from Salinas Avenue intersection to Blanco Road intersection. (T-6; identifies only from Salinas Avenue intersection to Blanco Road. Construct new 4-lane connector between Reservation Road from easterly boundary of UC MBEST East Campus to Watkins Gate intersection on Reservation Road. (T-7 & T-8)	\$ 12,664,400	9,068,973	\$ 10,516,381	4					\$10,821,356		\$ 10,821,356
5	Del Monte-Seaside/Monterey	(PFIP T-9) Widen Del Monte Boulevard from 4 lanes to 5 lanes from Monterey City Limits, south of Highway 218 (Canyon Del Rey Boulevard), northerly to Fremont Boulevard. (See PFIP Project T-9)	\$ 10,000,000	3,420,000	\$ 3,965,832	5					\$4,080,841		\$ 4,080,841
6	Del Monte-Marina	PFIP T-10) Widen Del Monte Boulevard from 4 lanes to 6 lanes from proposed junction of Second Avenue extension with Del Monte Boulevard northerly to the intersection of Reservation Road.	\$ 5,576,300	4,488,932	\$ 5,205,354	6					\$5,356,309		\$ 5,356,309
7	California <i>Footnote [2]</i>	(PFIP T-12, T-13) Construct new 2-lane arterial from Tamara Court south to Third Avenue. Upgrade existing California Avenue to 2-lane arterial from Tamara Court to Reservation Road.	\$ 2,460,000	697,500	\$ 808,821	7				\$ 642,569	\$171,073	\$ 171,073	0
8	Crescent	(PFIP T-14) Extend existing Crescent Court southerly to join proposed Abrams Drive on the former Fort Ord (See Project # F02).	\$ 720,000	720,000	\$ 834,912	8					\$859,124		\$ 859,124
Subtotal (Off-Site Improvements)			\$ 58,798,700	32,332,931	\$ 37,493,267					\$ 2,254,521	\$36,260,669		\$ 36,089,596
Footnote #	Project #												
(1)	Off-Site 3	\$1,611,952 of EDA Grant Numbers 07-49-03853.01 (\$1,200,000) and 07-49-04072.02 (\$411,952) apply to this improvement.											
(2)	Off-Site 7	\$813,642 of EDA Grant Number 07-49-04072.03 applies to this improvement - FORA Development Obligation is met.											



Transportation Network Information						1995/1996 - 2001/2002 EDA Capital Improvement Program (Obligatory Transpo \$ Offsets)							
Project #	Project Title	Project Limits	Transportation Improvement Costs July 1997 TAMC Study (May 1995 dollars)	TAMC Preliminary Nexus Improvement Costs (July 1997 Study) Fort Ord Development Share (1995 dollars)	15.96% Improvement Cost Inflation (from May 1995 to January 2001)	Project #	1995/1997	1997/1998	1998/2000	2000/2001	2.9% Impr. Cost Inflation (1/01-1/02) on Net FORA Obligation	2001/2002	Net FORA Development Obligations
On-Site Improvements													
FO1	Gateway & Misc Safety Improvements/Rehab <i>Footnote [3]</i>	(PFIP T-15, T-16.1 thru T-16.13, T-17.1 thru T-17.5, T-18.1 thru T-18.5) Construct new gateway entrances to the former Fort Ord at 5 locations. Light Fighter Drive east of Highway 1; Twelfth Street (11th Street) east of Highway 1; Imjin Road north of Reservation Road; East Garrison south of Reservation Road; General Jim Moore Boulevard at Highway 218. Safety improvements and rehabilitation of roadways suffering from deferred maintenance in various locations as defined in PFIP.	\$ 20,300,364	\$ 10,520,364	\$ 12,199,414	FO1		\$ 2,221,943 (Rehab & Safety)		\$ 1,200,000 (Imjin Gateway) \$993,304 (General Jim Moore/Hwy 218 Gateway)	\$ 8,009,908	\$1,009,212 (Lightfighter Drive)	7,000,696
FO2	Abrams	(PFIP T-39) Construct a new 2-lane arterial from intersection with the Second Avenue (link to Del Monte Boulevard, in Marina. (See project FO#8)) easterly to intersection with Crescent Court extension (See Project #8).	\$ 603,000	\$ 603,000	\$ 699,239	FO2					\$ 719,517		\$ 719,517
FO3	12th/Imjin <i>Footnote [4]</i>	(PFIP T-19, T-26) Realign Twelfth Street from Highway 1 to California Avenue as 4-lane arterial and widen Twelfth Street and Imjin Road from 2 lanes to 4-lane arterial from California Avenue to Reservation Road.	\$ 9,065,000	\$ 4,532,500	\$ 5,255,887	FO3				\$ 6,218,188	\$ (990,208)		\$ (990,208)
FO4	Blanco/Imjin Connector	(PFIP T-40) Construct new 4 lane arterial from Imjin Road (@ Abrams), northeasterly to Reservation Road (@ Blanco).	\$ 4,080,000	\$ 4,080,000	\$ 4,731,168	FO4					\$ 4,868,372		\$ 4,868,372
FO5	8th. Street	(PFIP T-21, T-31, & T-32) Upgrade/construct 2-lane arterial from Hwy 1 Overpass to Inter-Garrison (Eighth Street Cutoff).	\$ 3,821,000	\$ 3,248,615	\$ 3,767,094	FO5					\$ 3,876,340		\$ 3,876,340
FO6	Inter-Garrison	(PFIP T-38) Upgrade to 2-lane arterial from Eighth Street Cutoff easterly to Reservation Road.	\$ 4,480,000	\$ 3,808,000	\$ 4,415,757	FO6					\$ 4,543,814		\$ 4,543,814
FO7	Gigling	(PFIP T-23 & T-35) Upgrade/construct new 4-lane arterial from General Jim Moore Blvd. easterly to Eastside Road.	\$ 4,537,800	\$ 3,221,833	\$ 3,736,043	FO7					\$ 3,844,389		\$ 3,844,389
FO8	2nd. Avenue	(PFIP T-27, T-29) Upgrade/construct 4-lane arterial from Lightfighter Drive to Del Monte Blvd.	\$ 7,232,500	\$ 5,398,068	\$ 6,259,600	FO8					\$ 6,441,128		\$ 6,441,128
FO9	General Jim Moore Blvd.	(PFIP T-33, T-34) Widen from 2 lanes to 4 lanes from Normandy Road to Coe Avenue. Upgrade and reconstruct as 2-lane arterial from Coe Avenue to Highway 218.	\$ 6,160,600	\$ 3,326,724	\$ 3,857,669	FO9					\$ 3,969,542		\$ 3,969,542
FO10	California <i>Footnote [5]</i>	(PFIP T-20, T-30) Construct new 2-lane arterial from Third Avenue southerly to intersection with Eighth Street.	\$ 2,769,200	\$ 1,038,450	\$ 1,204,187	FO10				\$ 642,570	\$ 577,904	\$ 577,904	0
FO11	Salinas Avenue	(PFIP T-24) Construct new 2 lane arterial from Reservation Road southerly to Abrams Drive.	\$ 2,412,000	\$ 2,412,000	\$ 2,796,955	FO11					\$ 2,878,067		\$ 2,878,067
FO12	Eucalyptus Road	(PFIP T-37) Upgrade to 2-lane collector from General Jim Moore Boulevard to Parker Flats cut-off.	\$ 2,880,000	\$ 2,880,000	\$ 3,339,648	FO12					\$ 3,436,498		\$ 3,436,498
FO13	Eastside Road	(PFIP T-36) Construct new 2-lane arterial from intersection with Gigling Road (See Project #FO7) northeasterly to intersection with Imjin Road (See Project #FO3).	\$ 6,020,000	\$ 4,358,480	\$ 5,054,093	FO13					\$ 5,200,662		\$ 5,200,662
Subtotal (On-Site Improvements)			\$ 74,361,464	\$ 49,428,039	\$ 57,316,754			\$ 2,221,943		\$ 9,054,062	\$ 47,375,931	\$ 1,900,000	\$ 45,788,815
Transit Capital Improvements													
T3	Transit Vehicle Purchase & Replacement	15 busses	\$ 15,000,000	\$ 5,000,000	\$ 5,798,000	T3					\$ 5,966,142		\$ 5,966,142
T22	Intermodal Centers	(PFIP T-31) includes 3 elements: 1. Intermodal Transportation Center @ 1st. Avenue South of 8th. Street (\$2,061,000) 2. Park and Ride Facility @ 12th Street and Imjin (\$1,030,500) and 3. Park and Ride Facility @ 8th. Street and Gigling (\$ 1,259,500).	\$ 3,800,000	\$ 3,800,000	\$ 4,406,480	T22					\$ 4,534,268		\$ 4,534,268
Subtotal (Transit Improvements)			\$ 18,800,000	\$ 8,800,000	\$ 10,204,480						\$ 10,500,410		\$ 10,500,410
TOTAL CAPITAL COSTS/SHARES			\$ 856,550,164	\$ 116,644,830	\$ 135,261,345	Grand Totals by year		\$ 2,221,943		\$ 11,308,583			\$ 123,502,823

Footnote #	Project #	
(3)	On-Site F01	\$5,424,459 of EDA Grant Numbers 07-49-04072 (\$3,215,247), 07-49-03853.01 (\$1,200,000) and 07-49-03853.02 (\$1,009,212) apply to these improvements.
(4)	On-Site F03	\$4,818,188 of EDA Grant Number 07-49-03853.02 and \$1,400,000 from Revenue Bond apply to these improvements - FORA Development Obligation is met.
(5)	On-Site F010	\$1,220,474 of EDA Grant No. 07-49-04072.03 applies to this improvement - FORA Development Obligation is met.

As the table demonstrates, the \$138,644,045 transportation/transit total obligation (January 2002 dollars) has been reduced to \$124,674,982 due to application of the EDA Grant Program.

The main gate (Lightfighter Drive) improvement project is currently under contract for construction with the 12<sup>th</sup> Street Corridor Project. Due to a positive bidding climate, sufficient EDA Grant program funds are available to construct this project, thereby availing funds from the Revenue Bond sales recently completed. These funds are therefore available to local match requirements on subsequent EDA (or other) Grant offers.

It is noted that the previously described top priority obligatory transportation projects currently under construction will be advanced to construction completion during the course of FY 2002/2003.

FORA Capital Improvement Program (CIP) 2002/2003 - 2021/2022 (Phases I-IV) Transportation Network and Transit Elements																					
Phase I							Phase II					Phase III					Phase IV				
Project #	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Totals
<b>Regional Improvements</b>																					
R1																					
R2																					
R3						\$ 763,666	\$ 763,666	\$ 763,666	\$ 763,666	\$ 763,666	\$ 763,666	\$ 763,666	\$ 763,666	\$ 763,666	\$ 763,666						\$ 7,636,662
R4																					
R5																					
R6						\$ 2,154,255	\$ 2,154,255	\$ 2,154,255	\$ 2,154,255	\$ 2,154,255	\$ 2,154,255	\$ 2,154,255	\$ 2,154,255	\$ 2,154,255	\$ 2,154,255						\$ 21,542,545
R7																					
R8																					
R9						\$ 194,480	\$ 194,480	\$ 194,480	\$ 194,480	\$ 194,480	\$ 194,480	\$ 194,480	\$ 194,480	\$ 194,480	\$ 194,480						\$ 1,944,795
Subtotal Regional Improvements						\$ 3,112,400	\$ 3,112,400	\$ 3,112,400	\$ 3,112,400	\$ 3,112,400	\$ 3,112,400	\$ 3,112,400	\$ 3,112,400	\$ 3,112,400	\$ 3,112,400						\$ 31,124,002
<b>Off-Site Improvements</b>																					
1						\$ 664,628	\$ 664,628	\$ 664,628	\$ 664,628	\$ 664,628	\$ 664,628	\$ 664,628	\$ 664,628	\$ 664,628	\$ 664,628						\$ 6,646,282
2						\$ 242,225	\$ 242,225	\$ 242,225	\$ 242,225	\$ 242,225	\$ 242,225	\$ 242,225	\$ 242,225	\$ 242,225	\$ 242,225						\$ 2,422,254
3						\$ 590,343	\$ 590,343	\$ 590,343	\$ 590,343	\$ 590,343	\$ 590,343	\$ 590,343	\$ 590,343	\$ 590,343	\$ 590,343						\$ 5,903,429
4						\$ 1,082,136	\$ 1,082,136	\$ 1,082,136	\$ 1,082,136	\$ 1,082,136	\$ 1,082,136	\$ 1,082,136	\$ 1,082,136	\$ 1,082,136	\$ 1,082,136						\$ 10,821,356
5						\$ 408,084	\$ 408,084	\$ 408,084	\$ 408,084	\$ 408,084	\$ 408,084	\$ 408,084	\$ 408,084	\$ 408,084	\$ 408,084						\$ 4,080,841
6						\$ 535,631	\$ 535,631	\$ 535,631	\$ 535,631	\$ 535,631	\$ 535,631	\$ 535,631	\$ 535,631	\$ 535,631	\$ 535,631						\$ 5,356,309
7					\$																\$
8			\$ 85,912	\$ 85,912	\$ 687,300																\$ 859,124
Subtotal Off-Site Improvements			\$ 85,912	\$ 85,912	\$ 687,300	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047	\$ 3,523,047						\$ 36,089,596
<b>On-Site Improvements</b>																					
FO1						\$ 1,044,023	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853						\$ 7,000,696
FO2																					\$ 719,517
FO3	\$ (990,208)		\$ 71,952	\$ 71,952	\$ 575,613																\$ (990,208)
FO4																					\$ 4,868,372
FO5																\$ 387,637	\$ 387,637	\$ 3,101,066	\$ 486,837	\$ 3,894,697	\$ 3,876,340
FO6							\$ 454,382	\$ 454,382	\$ 3,635,051												\$ 4,543,814
FO7							\$ 384,439	\$ 384,439	\$ 3,075,511												\$ 3,844,389
FO8			\$ 644,113	\$ 644,113	\$ 5,152,903																\$ 6,441,128
FO9		\$ 396,954	\$ 396,954	\$ 3,175,833																	\$ 3,969,542
FO10																					\$ (0)
FO11						\$ 287,807	\$ 287,807	\$ 2,302,452													\$ 2,878,067
FO12						\$ 343,650	\$ 343,650	\$ 2,749,198													\$ 3,436,498
FO13								\$ 520,066	\$ 520,066	\$ 4,160,530											\$ 5,200,662
Subtotal On-Site Improvements	\$ (990,208)	\$ 396,954	\$ 1,113,019	\$ 3,891,698	\$ 5,728,516	\$ 1,675,481	\$ 1,293,310	\$ 7,072,389	\$ 2,020,739	\$ 11,532,944	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853	\$ 661,853	\$ 387,637	\$ 387,637	\$ 3,587,904	\$ 486,837	\$ 3,894,697	\$ 45,788,816
<b>Transit Capital Improvements</b>																					
T3		\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153						\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153	\$ 426,153	\$ 5,966,142
T22	Footnote [7]		\$ 131,255	\$ 131,255	\$ 1,050,041	\$ 107,391	\$ 107,391	\$ 859,124										\$ 214,781	\$ 214,781	\$ 1,718,249	\$ 4,534,268
Subtotal Transit Capital Improvements		\$ 426,153	\$ 557,408	\$ 557,408	\$ 1,476,194	\$ 533,544	\$ 533,544	\$ 1,285,277	\$ 426,153	\$ 426,153						\$ 426,153	\$ 426,153	\$ 640,934	\$ 640,934	\$ 2,144,402	\$ 10,500,410
GRAND TOTALS	\$ (990,208)	\$ 823,107	\$ 1,756,339	\$ 4,535,018	\$ 7,892,010	\$ 8,844,472	\$ 8,462,301	\$ 14,993,113	\$ 9,082,339	\$ 18,594,544	\$ 7,297,300	\$ 7,297,300	\$ 7,297,300	\$ 7,297,300	\$ 7,297,300	\$ 813,790	\$ 813,790	\$ 4,228,838	\$ 1,127,772	\$ 6,039,099	\$ 123,502,823



**b) Summary of Obligatory CIP Project Elements (FY 2002/2003 through 2021/2022)**

A summary of the CIP project elements and their forecasted costs and revenues are presented in the following spreadsheet (Table 3). Annual updates of the CIP will contain like summaries and will account for funding received and applied against required projects, as does this document.

Development Fee and Land Sale proceeds are sufficient to accommodate forecasted CIP costs for the full program. However, uneven accrual of these revenues requires the use of tax increment and bond financing to balance cost and revenue projections.

Appendix D, Page 35 herein "CIP Revenue Discussion", provides more descriptive information on this and additional revenue generating approaches that will be employed over time as implementation of the BRP progresses.

### Summary of Capital Improvement Program (CIP) 2001/2002 - 2020/2021 (Phases I - IV)

	Phase I					Phase II					Phase III					Phase IV					Build Out Total
	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
<b>CIP Projects Funded By Development Fees</b>																					
<b>Dedicated Revenues</b>																					
Development Fees	0	26,049,000	21,333,000	12,190,000	6,084,000	1,257,000	38,000	7,102,000	7,114,000	7,102,000	9,464,000	7,102,000	19,932,000	15,929,000	15,929,000	15,929,000	15,929,000	15,929,000	15,929,000	15,717,000	236,058,000
Tax Increment Bond (1)	0	0	0	0	0	0	0	0	0	4,000,000	0	0	0	0	0	0	0	0	0	0	4,000,000
<b>Total Revenues</b>	0	26,049,000	21,333,000	12,190,000	6,084,000	1,257,000	38,000	7,102,000	7,114,000	11,102,000	9,464,000	7,102,000	19,932,000	15,929,000	15,929,000	15,929,000	15,929,000	15,929,000	15,717,000		240,058,000
<b>Expenditures</b>																					
<b>Projects</b>																					
Transportation/Transit	(990,208)	823,107	1,756,339	4,535,018	7,892,010	8,844,472	8,462,301	14,993,113	9,082,339	18,594,544	7,297,300	7,297,300	7,297,300	7,297,300	7,297,300	813,790	813,790	4,228,838	1,127,772	6,039,099	123,502,822
Potable Water Augmentation (2)		930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	930,162	17,673,075
Storm Drainage System		2,505,534																			2,505,534
Habitat Management		1,234,800	1,234,800	1,234,800	1,234,800																4,939,200
Public Fac. (Fire Station)	0	0	113,190	113,190	905,520	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,131,900
Subtotal Projects	(990,208)	5,493,603	4,034,491	6,813,170	10,962,492	9,774,633	9,392,462	15,923,275	10,012,501	19,524,706	8,227,462	8,227,462	8,227,462	8,227,462	8,227,462	1,743,951	1,743,951	5,159,000	2,057,933	6,969,261	149,752,531
<b>Debt Service</b>																					
Tax Increment Debt Service (1)	0	0	0	0	0	0	0	0	0	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	3,309,000	5,969,000
Subtotal Debt Service	0	0	0	0	0	0	0	0	0	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	266,000	3,309,000	5,969,000
<b>Total Expenditures</b>	(990,208)	5,493,603	4,034,491	6,813,170	10,962,492	9,774,633	9,392,462	15,923,275	10,012,501	19,790,706	8,493,462	8,493,462	8,493,462	8,493,462	8,493,462	2,009,951	2,009,951	5,425,000	2,323,933	10,278,261	155,721,531
<b>Net Annual Revenue</b>	990,208	20,555,397	17,298,509	5,376,830	(4,878,492)	(8,517,633)	(9,354,462)	(8,821,275)	(2,898,501)	(8,683,706)	970,538	(1,391,462)	11,438,538	7,435,538	7,435,538	13,919,049	13,919,049	10,504,000	13,605,067	5,438,739	84,336,469
<b>Cumulative Revenue</b>	990,208	21,545,604	38,844,113	44,220,944	39,342,452	30,824,818	21,470,356	12,649,081	9,750,580	1,061,874	2,032,413	640,951	12,079,489	19,515,028	26,950,566	40,869,615	54,788,663	65,292,663	78,897,730	84,336,469	
<b>CIP Projects Funded By Land Sales Revenue</b>																					
<b>Dedicated Revenues</b>																					
Land Sales (3)	0	11,990,000	6,474,000	3,562,000	4,258,000	1,317,000	188,000	1,899,000	2,020,000	1,899,000	3,245,000	1,899,000	13,765,000	3,858,000	3,858,000	3,858,000	3,858,000	3,858,000	3,858,000	3,807,000	79,471,000
<b>Total Revenues</b>	0	11,990,000	6,474,000	3,562,000	4,258,000	1,317,000	188,000	1,899,000	2,020,000	1,899,000	3,245,000	1,899,000	13,765,000	3,858,000	3,858,000	3,858,000	3,858,000	3,858,000	3,858,000	3,807,000	79,471,000
<b>Expenditures</b>																					
<b>Projects</b>																					
Building Removal	0	0	9,261,000	9,261,000	6,958,098	1,317,000	188,000	1,899,000	2,020,000	1,899,000	3,245,000	1,899,000	13,765,000	3,858,000	3,858,000	3,858,000	3,858,000	3,858,000	3,085,902	0	74,088,000
<b>Total Expenditures</b>	0	0	9,261,000	9,261,000	6,958,098	1,317,000	188,000	1,899,000	2,020,000	1,899,000	3,245,000	1,899,000	13,765,000	3,858,000	3,858,000	3,858,000	3,858,000	3,858,000	3,085,902	0	74,088,000
<b>Net Annual Revenue</b>	0	11,990,000	(2,787,000)	(5,699,000)	(2,700,098)	0	0	0	0	0	0	0	0	0	0	0	0	0	772,098	3,807,000	5,383,000
<b>Cumulative Revenue</b>	0	11,990,000	9,203,000	3,504,000	803,902	803,902	803,902	803,902	803,902	803,902	803,902	803,902	803,902	803,902	803,902	803,902	803,902	803,902	1,576,000	5,383,000	
<b>Total Capital Improvement Program</b>																					
<b>Net Revenue - Annual Total</b>	990,208	32,545,397	14,511,509	(322,170)	(7,578,590)	(8,517,633)	(9,354,462)	(8,821,275)	(2,898,501)	(8,683,706)	970,538	(1,391,462)	11,438,538	7,435,538	7,435,538	13,919,049	13,919,049	10,504,000	14,377,165	9,245,739	89,719,469
<b>Cumulative Net Revenue Before Other Costs &amp; Contingencies</b>	990,208	33,535,804	48,047,113	47,724,944	40,146,354	31,628,720	22,274,258	13,452,983	10,554,482	1,865,776	2,836,315	1,444,853	12,883,391	20,318,930	27,754,468	41,673,517	55,592,565	66,096,565	80,473,730	89,719,469	
<b>Other Costs &amp; Contingencies</b>																					
Additional Project Costs (4)																					30,870,000
Caretaker Costs (5)																					14,406,000
Contingency Reserve																					30,870,000
<b>Total Other Costs &amp; Contingencies</b>																					76,146,000
<b>Cumulative Net Revenue</b>																					13,573,469

Note: This is a twenty year projected program that exceeds the lifespan of the Fort Ord Reuse Authority. Therefore, the revenues and obligations herein will be allocated accordingly to jurisdictions under the Local Agency Formation Commission process for

(1) Tax increment bonds used only to the extent needed to fund interim negative cash flows. Debt is backed by tax increment revenue but debt service is able to be funded by development impact fees. Bonds assumed to be callable with all debt retired by a

(2) Total cost represents FORA's estimated share of total project costs. Phasing of costs assumes project is financed and FORA contributes to debt service payments.

(3) The Land Sales Revenues will be analyzed on a regular basis to evaluate development fee impacts and to reflect any adjustments to land prices in the region. It should be noted that staff and consultants have concluded that the net effect of indexing

(4) Potential additional base-wide expenditures not included in current project cost estimates (e.g., sound walls for major streets and street landscaping).

(5) 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 estimates of caretaker and other costs, revised).

Source: MuniFinancial.

## Appendix A

### Protocol for Review/Reprogramming of FORA Capital Improvement Program (CIP)

(Revision # 2 September 20, 2000)

- 1.) Conduct quarterly meetings with joint Committee Members from Administrative Committee, Infrastructure Technical Advisory Committee ("ITAC"), Planning Group and Water/Wastewater Oversight Committee ("WWOC"). Staff representatives from the California Department of Transportation ("CALTRANS"), the Transportation Agency for Monterey County ("TAMC"), the Association of Monterey Bay Area Governments ("AMBAG"), and Monterey Salinas Transit ("MST") will 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 that will need to be in place to best serve the developments as they are planned to come on line.

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 yearly report to the Board (at mid-year budget and 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 base wide projects under the Base Reuse Plan ("BRP").

These base wide project obligations include transportation, transit, potable water augmentation, storm drainage, habitat management, building removal and public facilities (fire station).

## Appendix B

### Community Facilities District Revenue

	Jurisdiction	Build Out Total	Phase I					Phase II					Phase III					Phase IV					
			2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	Notes
New Residential																							
Abrams Park	MAR	\$ 8,123,370	\$ -	\$ 4,061,685	\$ 4,061,685	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Cypress-Patton	MAR	1,102,000	-	551,000	551,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Upper Patton	MAR	2,754,882	-	2,754,882	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
W. University Village	MAR	16,988,439	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
N. University Village	MAR	12,573,564	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
UC Multiple-Use	MAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Parker Flats	MCO	48,740,220	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	
Hayes Housing	SEA	10,011,600	-	2,002,320	4,004,640	4,004,640	-	-	7,063,800	7,063,800	7,063,800	-	7,063,800	7,063,800	1,695,312	1,695,312	1,695,312	1,695,312	1,695,312	1,695,312	1,695,312	1,554,036	
Seaside Golf Course	SEA	1,765,950	-	-	882,975	882,975	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Stillwell Kidney	SEA	12,361,650	-	4,944,660	2,472,330	2,472,330	2,472,330	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Seaside Residential	SEA	19,425,450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Residential	Various	64,810,365	-	-	-	-	-	-	-	-	-	-	-	-	2,437,011	2,437,011	2,437,011	2,437,011	2,437,011	2,437,011	2,366,373		
															8,088,051	8,088,051	8,088,051	8,088,051	8,088,051	8,088,051	8,194,008		
Existing Residential																							
Preston Park	MAR	\$ 3,759,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,759,126	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	(2)	
Cypress-Patton	MAR	3,672,000	-	918,000	918,000	1,836,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Abrams Park	MAR	7,560,728	-	1,199,947	1,592,850	2,314,942	2,452,989	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Brostrom & Sunbay	SEA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(3)	
Fredricks-Schoonover (CSU)	MCO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(4)	
																						(1)	
Office																							
Del Rey Oaks Office	DRO	\$ 85,000	\$ -	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Monterey City Office	MRY	39,000	-	-	-	-	-	-	-	-	-	-	-	-	39,000	-	-	-	-	-	-	-	
Monterey County Office	MCO	39,000	-	-	-	-	12,000	-	-	-	12,000	-	-	-	-	-	-	-	-	-	-	-	
Seaside Office	SEA	24,000	-	-	-	-	12,000	12,000	-	-	-	-	-	-	15,000	-	-	-	-	-	-	-	
UC Office	MAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	
Industrial																							
Marina Light Industrial/Office	MAR	\$ 152,000	\$ -	\$ 11,000	\$ 21,000	\$ 21,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Industrial -- City Corp. Yard	MRY	66,000	-	-	-	-	-	-	-	-	-	-	-	-	66,000	-	-	-	-	-	-	-	
Industrial -- Public/Private	MRY	66,000	-	-	-	-	-	-	-	-	-	-	-	-	66,000	-	-	-	-	-	-	-	
Monterey County Light Ind.	MCO	263,000	-	-	-	-	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	47,000	-	-	-	-	-	-	-	
UC MBEST (R&D)	MAR/MCO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	
Retail																							
Del Rey Oaks Retail	DRO	\$ 595,000	\$ -	\$ 595,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Marina Retail	MAR	2,980,000	-	570,000	570,000	570,000	570,000	680,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Monterey County Retail	MCO	1,054,000	-	-	-	-	527,000	527,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Stillwell Retail	SEA	88,000	-	88,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gateway Retail Phase 1	SEA	1,534,000	-	1,534,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gateway Retail Phase 2	SEA	1,534,000	-	-	1,534,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus 2 Retail	SEA	88,000	-	-	-	88,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Hotel (rooms)																							
Del Rey Oaks Hotel	DRO	\$ 3,189,375	\$ -	\$ 3,189,375	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	
Marina Airport Hotel/Golf	MAR	4,725,000	-	2,362,500	2,362,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Parker Flats Hotel/Golf	MCO	2,362,500	-	-	-	-	-	-	-	-	-	-	2,362,500	-	-	-	-	-	-	-	-	-	
Sunbay	SEA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Seaside Golf Course Hotel	SEA	3,543,750	-	1,181,250	2,362,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
UC MBEST Conf. Hotel	MAR/MCO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1)	
Total		\$ 236,058,000	\$ -	\$ 26,049,000	\$ 21,333,000	\$ 12,190,000	\$ 6,084,000	\$ 1,257,000	\$ 38,000	\$ 7,102,000	\$ 7,114,000	\$ 7,102,000	\$ 9,464,000	\$ 7,102,000	\$ 19,932,000	\$ 15,929,000	\$ 15,929,000	\$ 15,929,000	\$ 15,929,000	\$ 15,929,000	\$ 15,717,000		

Note: FORA Basewide Community Facilities District special tax rates are shown below, inflated to January 2002 based on rate and method of apportionment. Totals in table may not add due to rounding.

	<u>Adopted</u>	<u>Index 1/01-1/02</u>	<u>2002 Jan. 02</u>
New Residential (per du):	\$ 34,324	2.9%	\$ 35,319
Existing Residential (per du):	\$ 10,320	2.9%	\$ 10,616
Office & Industrial (per acre):	\$ 4,409	2.9%	\$ 4,620
Retail (per acre):	\$ 92,760	2.9%	\$ 95,458
Hotel (per room):	\$ 7,653	2.9%	\$ 7,875
<u>Project-specific rates:</u>			
Cypress-Palton Housing (total)	\$ 4,638,400	2.9%	\$ 4,772,914
Hayes Housing (per unit)	\$ 24,324	2.9%	\$ 25,029

(Includes \$10,000 credit for building removal costs.)

(1) If property remains under State ownership, CFD contribution to be collected through separate assessment district or negotiated arrangement, or through possessory interest if property leased to private entity. For UC parcels, special tax waived in lieu of CFD contribution.

(2) Project leased and special tax paid when project sold (FY 2013-14).

(3) Assumes existing non-profit and public housing units pay no special tax. Assumes Abrams (194), Bayonet (25), and Lexington (12) units pay special tax when sold in FY 2006-07.

(4) Assume project never redeveloped and no CFD special tax applied.

Sources: MuniFinanciel.

# Appendix B

## Land Sales Revenue

Jurisdiction		Build Out Total	Phase I					Phase II					Phase III					Phase IV				
			2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
<u>New Residential</u>																						
Abrams Park	MAR	\$ 1,968,000	\$ -	\$ 984,000	\$ 984,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cypress-Patton	MAR	126,000	-	63,000	63,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Upper Patton	MAR	667,000	-	667,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
W. University Village	MAR	4,113,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
N. University Village	MAR	3,046,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
UC Multiple-Use	MAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Parker Flats	MCO	11,808,000	-	-	-	-	-	-	1,711,000	1,711,000	1,711,000	1,711,000	1,711,000	1,711,000	411,000	411,000	411,000	411,000	411,000	411,000	376,000	
Hayes Housing	SEA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Seaside Golf Course	SEA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Stillwell Kidney	SEA	4,681,000	-	1,873,000	936,000	936,000	936,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Seaside Residential	SEA	4,703,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Residential	Various	15,698,000	-	-	-	-	-	-	-	-	-	-	-	-	1,959,000	1,959,000	1,959,000	1,959,000	1,959,000	1,959,000	1,985,000	
<u>Existing Residential</u>																						
Preston Park	MAR	\$ 8,088,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	8,088,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Cypress-Patton	MAR	424,000	-	106,000	106,000	212,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Abrams Park	MAR	6,091,000	-	967,000	1,283,000	1,865,000	1,976,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Brostrom & Sunbay	SEA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Fredricks-Schoonover (CSU)	MCO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<u>Office</u>																						
Del Rey Oaks Office	DRO	\$ 1,749,000	\$ -	\$ 1,749,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Monterey City Office	MRY	393,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Monterey County Office	MCO	392,000	-	-	-	-	121,000	-	-	-	121,000	-	-	393,000	-	-	-	-	-	-	-	
Seaside Office	SEA	242,000	-	-	-	-	121,000	121,000	-	-	-	-	-	150,000	-	-	-	-	-	-	-	
UC Office	MAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<u>Industrial</u>																						
Marina Light Industrial/Office	MAR	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Industrial – City Corp. Yard	MRY	471,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Industrial – Public/Private	MRY	471,000	-	-	-	-	-	-	-	-	-	-	-	471,000	-	-	-	-	-	-	-	
Monterey County Light Ind.	MCO	1,838,000	-	-	-	-	188,000	188,000	188,000	188,000	188,000	188,000	188,000	188,000	334,000	-	-	-	-	-	-	
UC MBEST (R&D)	MAR/MCO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<u>Retail</u>																						
Del Rey Oaks Retail	DRO	\$ 497,000	\$ -	\$ 497,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Marina Retail	MAR	2,472,000	-	476,000	476,000	476,000	476,000	568,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Monterey County Retail	MCO	880,000	-	-	-	-	440,000	440,000	-	-	-	-	-	-	-	-	-	-	-	-	-	
Stillwell Retail	SEA	165,000	-	165,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gateway Retail Phase 1	SEA	1,280,000	-	1,280,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Gateway Retail Phase 2	SEA	1,280,000	-	-	1,280,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Surplus 2 Retail	SEA	73,000	-	-	-	73,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<u>Hotel (rooms)</u>																						
Del Rey Oaks Hotel	DRO	\$ 1,817,000	\$ -	\$ 1,817,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Marina Airport Hotel/Golf	MAR	2,692,000	-	1,346,000	1,346,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Parker Flats Hotel/Golf	MCO	1,346,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sunbay	SEA	-	-	-	-	-	-	-	-	-	-	-	1,346,000	-	-	-	-	-	-	-	-	
Seaside Golf Course Hotel	SEA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
UC MBEST Conf. Hotel	MAR/MCO	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total		\$ 79,471,000	\$ -	\$ 11,990,000	\$ 6,474,000	\$ 3,562,000	\$ 4,258,000	\$ 1,317,000	\$ 188,000	\$ 1,899,000	\$ 2,020,000	\$ 1,899,000	\$ 3,245,000	\$ 1,899,000	\$ 13,765,000	\$ 3,858,000	\$ 3,858,000	\$ 3,858,000	\$ 3,858,000	\$ 3,858,000	\$ 3,807,000	

Note: FORA and local jurisdiction split land sales revenue 50/50 with FORA paying sales costs from its share. Actual land sales revenue may vary from that shown here and will be determined by appraisal at time of sale. The per unit values assumed here h

Sources: Economic & Planning Systems "Due Diligence" memorandum to FORA Board, July 21, 1999; MuniFinancial.

# **Appendix C**

## **Protocol for "Candidate Projects"**

### **as replacements to listed mitigative transportation projects**

**(Revision # 5, 01/17/01, Final Version)**

#### **Introduction and Background**

The Fort Ord Base Reuse Plan ("BRP"), adopted by the Fort Ord Reuse Authority ("FORA") Board of Directors in 1997, carried with it off-site and regional transportation network obligations to alleviate its fair share of traffic impacts on the regional transportation network within northern Monterey County.

A number of those obligatory projects identified are projects which have only the Fort Ord Development financial obligation secured by means of Development Fees adopted by the FORA Board. The majority of funds required to effect design, environmental review, and construction remain unsecured.

It is likely that development will proceed on the former Fort Ord before full funding is secured for those off-site and regional improvements identified in the 1997 TAMC study entitled The Fort Ord Regional Transportation Study.

Recognizing this potential eventuality, the BRP provides for the flexibility to allocate funds, earmarked as obligatory funding contributions to these off-site and regional projects, to alternative projects that can be designed, environmentally reviewed and constructed to alleviate traffic congestion and impacts associated with the development on the former Fort Ord.

#### **Capital Improvement Program Reprioritization**

One of the series of tasks assigned, as a requirement of the BRP, is the annual revisiting of the BRP Capital Improvement Program ("CIP"), which was adopted as a component of the BRP and entitled the Public Facilities Implementation Plan ("PFIP"). This annual approval of a CIP is required to assure that as development occurs, the requisite infrastructure is timed to be implemented to support the developments that will occur on the former Fort Ord.

A joint committee of the Administrative Committee ("AC"), the Infrastructure Technical Advisory Committee ("ITAC"), the Planners Working Group, the Water/Wastewater Oversight Committee ("WWOC") and staff representatives from Caltrans, TAMC, AMBAG and Monterey-Salinas Transit ("MST") continue to conduct, on a quarterly basis, working sessions to conclude in recommendations to the FORA Board on project reprioritizations within the CIP.

#### **Regional Transportation Modeling**

During the course of development of the BRP, both TAMC and AMBAG performed regional transportation modeling. It was TAMC that developed and concluded the Fort

Ord Regional Transportation Study, 1997, from which the “preliminary nexus” obligations for transportation and transit projects were assigned to the BRP.

Since that time, TAMC is no longer conducting regional transportation modeling.

The McTam model, utilized by TAMC to conduct the regional transportation model analyses for the Fort Ord Regional Transportation Study is no longer in use. The AMBAG Regional Travel Demand Model, covering three Central Coast Counties, is available for use through AMBAG. The McTam model was developed from the regional model platform.

Toward the goal of exercising the provision of the BRP noted above which provides flexibility to mitigate traffic impacts with alternative (“candidate”) projects, a process protocol to identify alternative projects that can be implemented by FORA was approved by the FORA Board on June 8, 2001.

That process protocol, as recommended by the Joint Committee, follows.

1. Identify “candidate” projects as traffic mitigative projects in addition to obligatory projects. Attachment A “candidate projects” are projects that may be used as traffic mitigative projects. Traffic mitigative projects, if certified by the process protocol, may be added to the list. Attachment A includes “candidate projects” that have been recommended by members of the CIP joint committee, and endorsed by the FORA Board in June 2001. Additional “candidate projects” may be proposed for evaluation by this process.
2. Confirm, via the regional transportation model, the mitigative potential of project(s).
  - a. Model runs, with and without proposed segment(s), should be performed to quantify any trip reductions on “obligatory” project corridor segments. This quantification can then be used as the basis to determine if the “candidate” project(s) provide traffic impact mitigation as anticipated by the “obligatory” project(s) intended to be substituted, in part or in whole, by the “candidate” project(s).

AMBAG regional model users group confirms the validity of the mitigative potential of the proposed alternative projects.

- b. TAMC, as part of its work program, reviews and endorses, if appropriate, the alternative projects
- c. The FORA Board is then requested to approve the use of (the quantified) development fees for the requested alternative project(s). This request should be made only if TAMC concurs with the mitigative potential of project(s) as alternatives to obligatory projects.

Prior to FORA Board approval, any recommendations regarding alternative projects will be discussed at regularly scheduled public forum meetings at FORA and within the affected jurisdictions so that ample input can be received from policy makers and members of the public.

3. An alternative approach is to have specific development(s) install the alternative (candidate) project(s) in addition to contributions via FORA development fees to the obligatory projects. This requirement can be as a condition of development permitting by the land use jurisdiction.



## Attachment A

- a.) Golf Boulevard (City of Marina) - Evaluate mitigative potential against the Reservation Road obligatory segments (from Del Monte Boulevard to Crescent and from Salinas Avenue to Imjin Road), as well as any mitigative potential on other obligatory corridors such as Blanco and Davis Roads.
- b.) South Boundary Road (includes connection at York Road) (City of Del Rey Oaks)-Evaluate mitigative potential of proposed 2-lane urban collector upgrade against the Highway 68 (off-corridor) expressway, as well as any mitigative potential on other obligatory corridors such as Highway 218.
- c.) Highway 1 interchange (City of Seaside) between Coe/Fremont and Lightfighter interchanges-Evaluate mitigative potential of this interchange against the 6-laning of Highway 1 from Coe/Fremont interchange southerly to Del Monte Boulevard interchange, as well as any mitigative potential on other obligatory corridors such as the five-laning of Del Monte Boulevard within the City of Seaside.
- d.) Highway 68 improvements between Hwy 218 and York Road (City of Monterey) - Evaluate mitigative potential of additional lane in each direction (between Hwy 218/Ragsdale Drive); addition of traffic signal at Ragsdale Drive and signal modifications at York Road.

## **Appendix D**

### **CIP Revenue Discussion**

As noted throughout this CIP document, the primary funding sources for the CIP obligations are land sale (and lease) revenues and special taxes paid through a Community Facilities District (FORA's Development Fee). However, another essential element in funding CIP projects is tax increment revenue (or a jurisdiction's substitute, as per the Implementation Agreements) from the adoption of Redevelopment at the former Fort Ord. Note that this revenue source is relatively small vis a vis the other two main sources, does not accrue in any significant amounts for several years, and is subject to a 12-18 month lag behind project completion and revenue receipt by FORA. Therefore, while a key element in keeping development fees under control, tax increment revenue serves as a back up to the primary sources of capital. This is illustrated as follows:

Over the development horizon of the BRP, the noted funding sources are sufficient to fully fund the CIP obligations based on current cost and revenue estimates. However, both of these funding sources are obviously dependent on the pace of development and the pattern/type of development. Consequently, available funding in particular interim years may be insufficient to fund requisite costs in that year, as is evidenced by this reprogrammed CIP based on the current forecasts of development type, timing and patterns. To bridge the interim negative cash flow years, a number of resources are available to FORA, including the following two-funding/ financing tools, which can be employed to bridge the deficit years:

- 1.) Tax increment revenue surpluses (available after funding FORA operating costs), and
- 2.) Issuance of tax increment bonds funded by future tax increment surpluses.

It is also anticipated that FORA will continue to seek State and Federal Grant funding to offset obligatory costs. To date this funding tool has proven valuable in reducing the magnitude of the FORA capital obligations. The FORA Board has also approved the indexing of development fees to inflation. Note that the capital improvement costs outlined in this report have increased approximately 19% since first compiled in 1995.

Additionally, as FORA performs its reviews of development timing and patterns, the opportunity to defer placement of projects to later years may become apparent. This would allow the land sale and impact fees to accrue in greater magnitudes to cover cost obligations. The most obvious candidate for such cash flow "smoothing out" would be the building removal program, for which an assumption has been made of an annual expenditure of \$9 million a year, for an 8 year period. These expenditures could be timed more precisely to eliminate any potential deficit years. In addition, efforts to reduce the overall magnitude and impact of the building removal program, through the Army financed Thermo-Chemical conversion demonstration program, or other cost saving devices, will likely be employed. Finally, significant portions of the building removal program will be accomplished by individual developers themselves, as they clear impediments to their projects in exchange for credits to their land purchases. This will allow for further smoothing out of any individual cash flow issues.

# Appendix E

## DEVELOPMENT FEE ALLOCATION AGAINST OBLIGATIONS

### CIP PHASES I - IV (FY'02-03 TO FY'21-22)

#### I. ALLOCATION OF FEES AGAINST OBLIGATIONS

Forecast Revenues from Developer Fees (DF)	CIP dtd 4/26/02	%	\$	DF Collected TD
<b>Cost Per Capital Projects:</b>	<b>\$236,058,000</b>	<b>Per Project</b>	<b>Per \$1</b>	
1 Transportation/Transit	123,502,823	63.96%	0.6396	
2 Potable Water Augmentation	17,673,075	9.15%	0.0915	
3 Storm Drainage System	2,505,534	1.30%	0.0130	
4 Habitat Management (2)	4,939,200	25.00%	0.2500	
5 Public Fac. (Fire Protection)	1,131,900	0.59%	0.0059	
6 Tax Increment Debt Service (3)		0.00%	0.0000	
<b>Totals</b>	<b>149,752,532</b>	<b>100.00%</b>	<b>1.0000</b>	
Tax Increment Bond forecast to be issued in FY '11-12 (3)	86,305,468			

#### II. ALLOCATION TO TRANSPORTATION/TRANSIT

Transportation Costs - FORA Share		\$123,502,823		
Allocation of DF to Transportation		\$0.6396		(Per Dollar)
Transportation Project Obligations		FORA Cost/Project	Allocation to Projects	Actual Distribution
			%	\$
<b>Regional Highway Projects</b>				
R3 Highway 1 - Seaside/Sand City		7,636,662	6.18%	0.0396
R6 Highway 68 - Bypass Freeway		21,542,546	17.44%	0.1116
R9 Highway 218 - Widening		1,944,795	1.57%	0.0101
	Sub-total Regional	31,124,003	25.20%	0.1612
<b>Off-Site Improvements</b>				
1 Davis Rd - Widening n/o Blanco		6,646,282	5.38%	0.0344
2 Davis Rd - New Bridge		2,422,254	1.96%	0.0125
3 Blanco Rd - Widening and Bridge		5,903,429	4.78%	0.0306
4 Reservation Rd - Widening		10,821,356	8.76%	0.0560
5 Del Monte - Seaside/Monterey		4,080,841	3.30%	0.0211
6 Del Monte - Marina		5,356,309	4.34%	0.0277
7 California		0	0.00%	0.0000
8 Crescent		859,124	0.70%	0.0044
	Sub-total Off-Site	36,089,595	29.22%	0.1869
<b>On-Site Improvements</b>				
F01 Gateway and Misc Safety/Rehab		7,000,696	5.67%	0.0363
F02 Abrams		719,517	0.58%	0.0037
F03 12th/Imjin		(990,208)	-0.80%	(0.0051)
F04 Blanco/Imjin Connector		4,868,372	3.94%	0.0252
F05 8th Street		3,876,340	3.14%	0.0201
F06 Inter-Garrison		4,543,814	3.68%	0.0235
F07 Gigling		3,844,389	3.11%	0.0199
F08 2nd Avenue		6,441,128	5.22%	0.0334
F09 General Jim Moore Blvd.		3,969,542	3.21%	0.0206
F10 California		0	0.00%	0.0000
F11 Salinas Avenue		2,878,067	2.33%	0.0149
F12 Eucalyptus		3,436,498	2.78%	0.0178
F13 Eastside Rd		5,200,662	4.21%	0.0269
	Sub-total On-Site	45,788,817	37.08%	0.2371
	<b>Total Transportation</b>	<b>113,002,413</b>	<b>91.50%</b>	<b>0.5852</b>
<b>Transit Capital Obligations</b>				
T3 Transit Vehicle Purchase & Replacement		5,966,142	4.83%	0.0309
T22 Intermodal Centers		4,534,268	3.67%	0.0235
	<b>Total Transit</b>	<b>10,500,410</b>	<b>8.50%</b>	<b>0.0544</b>
	<b>Grand Totals</b>	<b>123,502,823</b>	<b>100.00%</b>	<b>0.6396</b>

#### Notes:

- (1) Costs and revenues based on 4/2002 forecasts.
- (2) When \$19,200,000 in DF is collected, the \$4,800,000 Habitat Mangement obligation will be met ( $19,200,000 \times 25\% = 4,800,000$ ) and % allocation to projects will change. Similarly, the allocation formula will change as other obligations are satisfied.
- (3) Tax increment bond/s used only to the extent needed to fund interim negative cash flows. Debt is backed by tax increment revenue but debt service is to be funded by developer fees.

Source: FORA

Table 5  
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CFD Fee Allocation - 11:24 AM -6/19/02