# FORT ORD REUSE AUTHORITY


## Capital Improvement Program
## Fiscal Year 2018-19 through 2028-29

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## Appendices

# I. INTRODUCTION

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

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

Staff has prepared this FY 2018-19 to 2028-29 CIP document using current reuse forecasts provided by the FORA land use jurisdictions, Administrative Committee feedback, and Board policies. The document includes current year annual forecasts in **Tables 6** and **7** of this document to be used to forecast revenues available to the CIP in the coming year.

Current State law sets FORA's sunset for June 30, 2020 or when 80% of the BRP has been implemented, whichever occurs first. For this CIP document, "Post-FORA" means the time period after June 30, 2020 needed to complete CIP funding collections and project expenditures by FORA or its successor(s). The revenue and obligation forecasts for beyond the coming year are currently being addressed in the Board's FORA Transition Ad Hoc Committee (TAC) and, under State law, requires coordination with the Local Agency Formation Commission. The prior Transition Task Force recommended a dual track approach and the FORA Board concurred in Fall 2016: 1) to seek legislative extension from 2020 up to 2037 and 2) continue FORA transition planning efforts for a June 30, 2020 end date. The Board adjusted this charge on January 12, 2018, assigning staff & the TAC to study a side by side comparison of extension of a modified FORA with the dissolution of FORA and a transfer of FORA functions to organizations and land use jurisdictions.

**Periodic CIP Review and Reprogramming**

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

In previous updates, the Finance Committee expressed concern for a higher degree of accuracy and predictability in FORA's revenue forecasts. FORA works with its member jurisdictions to hone and improve CIP development forecasts and resulting revenue projections. This approach has continued into the 2018-19 document.

**CIP Development Forecasts Methodology**

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

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

1) **CIP Costs**

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

2) **CIP Revenues**

The primary CIP revenue sources are CFD special taxes/development fees and land sale proceeds. These primary sources are augmented by loans, property taxes, and grants. The CFD and development fee are adjusted annually to account for inflation using the ENR CCI, with an annual cap of 5%. Development fees were established under FORA policy to govern fair share contributions to base-wide infrastructure and capital needs, including CEQA mitigations. CFD and development fee reductions are described in **Section I** of this Introduction.

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

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

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

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

a) $72M in roadway and transit improvements, including underground utility installation and landscaping, funded by US Department of Commerce – Economic Development Administration (EDA) grants (with FORA paying required local match), FORA CFD fees, loan proceeds, payments from participating jurisdictions/agencies, property tax payments (formerly tax increment), and a FORA bond issue. These improvements include the MBEST Research Drive project which pre-dated the FORA CIP.

b) $1.6M in storm drainage system improvements to design and construct alternative storm water runoff disposal systems that allowed for the removal of storm water outfalls.

c) $31.5M to date in building removal at the Dunes on Monterey Bay, East Garrison, Imjin Parkway, and Imjin Office Park site. $19.4M credit to future land sale is allocated for Marina Community Partners' Dunes on Monterey Bay phases II and III.

d) $13.8M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, and Water Augmentation obligations, including the recently approved pipeline funding in conjunction with Marina Coast Water District (MCWD) and Monterey One Water (M1W).

e) $1.1M in fire-fighting enhancement with the final payment on the lease-purchase of five pieces of fire-fighting equipment which were officially transferred to the appropriate agencies (City of Marina (Marina), City of Seaside (Seaside), City of Monterey (Monterey), Ord Military Community, and Salinas Rural Fire District) in April 2014.

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

This CIP provides the FORA Board, Administrative Committee, Finance Committee, jurisdictions, and the public with a comprehensive overview of the capital programs and expectations involved in former Fort Ord recovery programs. Additionally, the CIP offers a basis for annually reporting on FORA's compliance with its environmental mitigation obligations and policy decisions by the FORA Board. It can be accessed on the FORA website at: www.fora.org.

## II. Obligatory Program of Projects

Four key programs in the CIP remain: Transportation/Transit, Water Augmentation, Habitat Management Requirements, and Building Removal. Community Facilities District (CFD)/Development Fee revenues fund the Transportation/Transit, Water Augmentation, and Habitat Management Requirements. The FORA CFD/Development Fee revenues may not be used to fund building removal. Of the CFD revenues, Habitat Conservation Plan (HCP) program funding is prioritized first receiving 30.2% of CFD funds collected, Regional Urban Water Augmentation Program recycled water pipeline financing obligation second, and the Transportation/Transit programs third. CIP contingency funds include $18.5 million for transportation projects and $22.3 million for the HCP endowment. Land sale proceeds fund the Building Removal Program to the extent of FORA's building removal obligation first. Beyond that obligation, land sale proceeds may be allocated to CIP projects by the FORA Board per the MOA with the U.S. Army.

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

### a) Transportation/Transit

Completion of FORA's "Fair Share" of transportation and transit improvements, as listed in this CIP, is a reuse mitigation described in the BRP Vol. 4, FEIR (Section 4.7 Traffic and Circulation pg. 4-88 to 4-119). Specifically, the FEIR identified the following BRP impact: "Increased Travel Demand on Regional Transportation System" (BRP Vol. 4, FEIR, pg. 4-108). It also identified the following mitigation for this impact: "A Development and Resource Management Plan (DRMP) to establish programs and monitor development at Fort Ord to assure that it does not exceed resource constraints posed by transportation facilities and water supply shall be established by FORA" (BRP Vol. 4, FEIR, pg. 4-112).

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

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

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

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

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

For a second year, the Administrative Committee recommended the CIP priorities during the budget process using an evidence-based approach as ranked by jurisdictions' public works/engineering staff and FORA staff. They scored projects by the criteria set in **Appendix A**. The scores were multiplied by weights set by the Administrative Committee in 2016, resulting in priorities ranked from highest to lowest. The results were then presented to the Administrative Committee and used as a backdrop to the Committee's transportation and transit improvement prioritization discussions. **Table 2** shows the Administrative Committee's recommended list of priorities for the FY 2018-19 CIP.

**(1) Transportation**

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

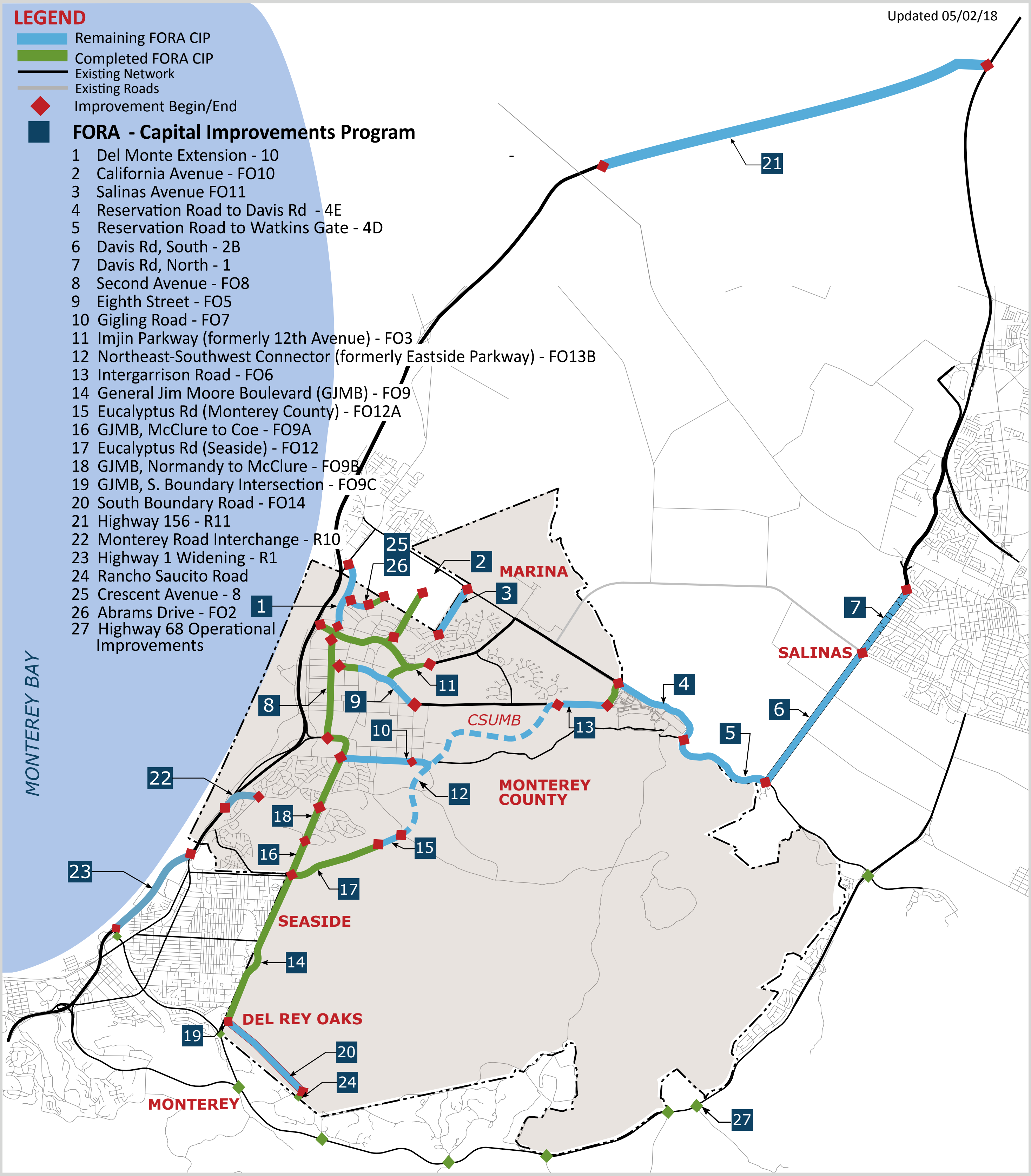
The transportation contingency is 15% of the overall transportation project costs to cover unforeseen costs such as utility relocation, Munitions and Explosives of Concern (MEC) support, and other unknown project costs.

**(2) Transit**

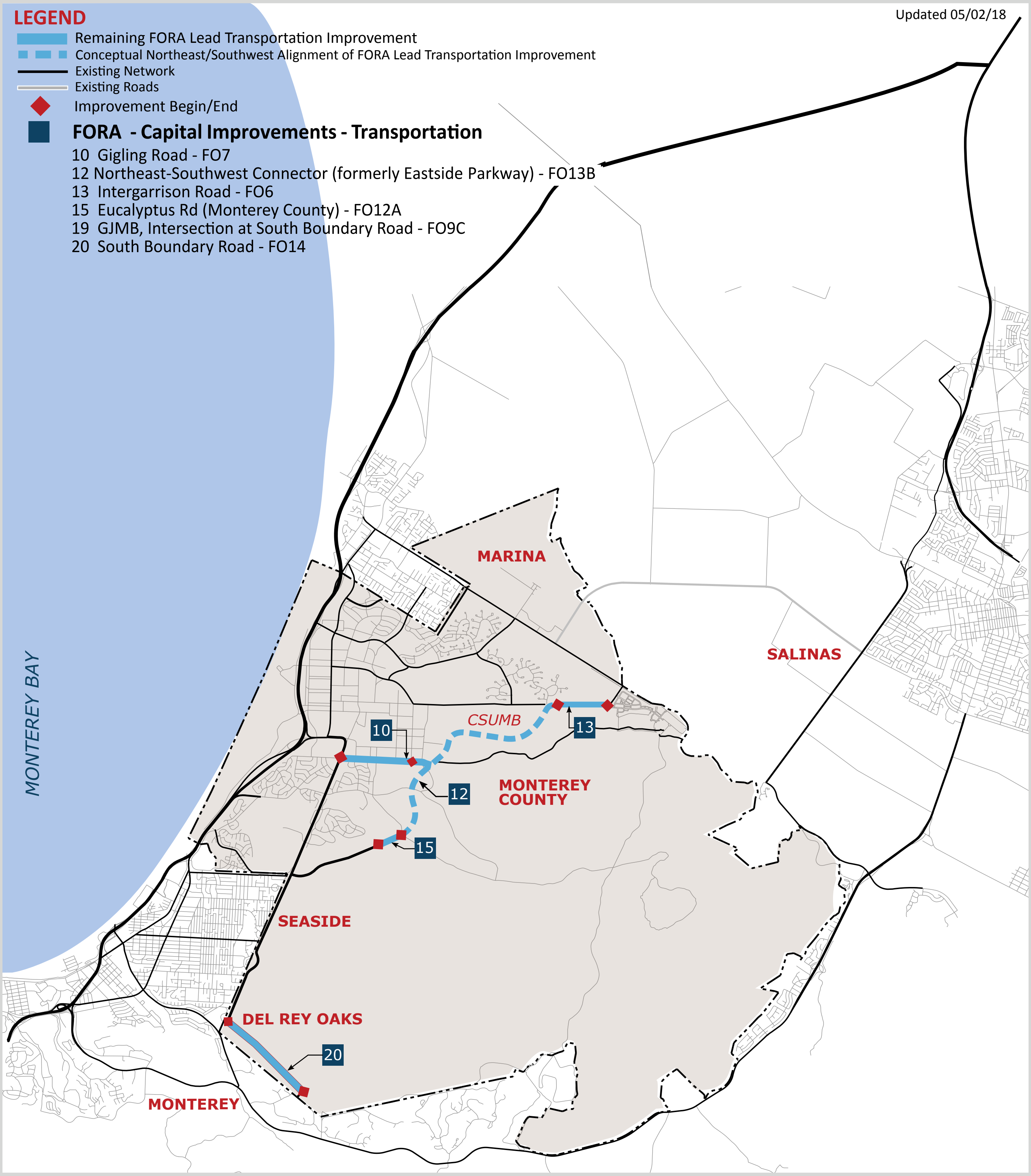
Transit obligations enumerated in **Table 1** remain unchanged from the 1997 TAMC Study and adopted BRP. However, long-range planning by TAMC and Monterey-Salinas Transit (MST) reflect a preferred route for the multi-modal corridor (MMC) different than originally presented in the BRP, FEIR and previous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

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

# Figure 1: 2018 Transportation Map and Remaining Projects



# Figure 2: 2018 Remaining Transportation Obligations (FORA Lead)



### b) Water Augmentation

#### Background

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

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

In addition to groundwater supply, the BRP assumes an estimated 2,400 AFY of augmentation (non-potable, irrigation water) needed to achieve its permitted development level (BRP Vol. 3, Appx. B, PFIP, pg. 2-7). Following a comprehensive two-year process evaluating viable options, the MCWD Board of Directors certified, in October 2004, the Regional Urban Water Augmentation Project (RUWAP) and its accompanying program-level Environmental Impact Report (EIR) analyzing three potential augmentation projects. The projects included a desalination project, a recycled water project, and a hybrid project (containing components of both recycled water and desalination projects).

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

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

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

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

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

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

**CURRENT STATUS**

**RUWAP Recycled**

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

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

**RUWAP Other**

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

FORA staff met with the general managers of MCWD and M1W to determine a path forward. All three agencies agreed that shifting the water augmentation lead consultant management role from FORA to MCWD would facilitate completion of the study. FORA staff is currently working with MCWD and M1W to modify the Three-Party Agreement.

### c) Storm Drainage System Projects

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

### d) Habitat Management Requirements

The BRP Appendix A, Volume 2 contains the Draft Habitat Management Plan (HMP) Implementing/Management Agreement. This Draft Management Agreement was intended to meet Federal Endangered Species Act (ESA) and California Endangered Species Act (CESA) Incidental Take Permit application requirements for FORA, its member agencies, California State University (CSU), and the University of California (UC). However, FORA, the US Army, US Fish & Wildlife Service (USFWS), and the California Department of Fish & Wildlife (CDFW) did not all agree on this approach. To allow FORA and its member agencies to implement the HMP and BRP in compliance with ESA, CESA, and other statutes, USFWS and CDFW must approve the Fort Ord Habitat Conservation Plan (HCP) and its funding program, as paid for and prepared by FORA.

The funding program is predicated on an earnings rate assumption acceptable to USFWS and CDFW for endowments of this kind, and economies of scale provided by unified management of the habitat lands by qualified habitat managers selected by the future Fort Ord Regional Habitat Cooperative (Cooperative). Prior to issuance of state and federal permits, the Permittees must execute a Joint Exercise of Powers Agreement to create the Cooperative, which would be the entity responsible for ensuring HCP implementation. The Cooperative will consist of the following members: FORA, the County, Marina, Seaside, City of Del Rey Oaks (Del Rey Oaks), Monterey, State Parks, UC, CSU Monterey Bay, Monterey Peninsula College (MPC), Monterey Peninsula Regional Park District, MCWD, and Bureau of Land Management. By design, the Cooperative will hold the Cooperative endowment, and UC will hold the Fort Ord Natural Reserve (FONR) endowment. The Cooperative controls expenditure of its annual line items. FORA funds the endowments and the initial and capital costs to the agreed upon levels.

FORA has provided upfront funding for management, planning, capital costs, and HCP preparation. In addition, FORA has dedicated 30.2% of Development Fee collections to build to a total endowment of principal funds necessary to carry out required habitat management responsibilities in perpetuity. The original estimate was developed in 1993 by an independent consultant retained by FORA and totaled $6.3 million.

Based upon conversations with the regulatory agencies, it has become apparent that the Habitat Management obligations will increase beyond the costs originally projected. Therefore, this document contains a ± $48 million-line item of forecasted requisite expenditures (see **Table 3** column 'Estimated Year-End Balance' amount of $13.8 million plus columns '2018-2020 Subtotal' and '2020-2029 Subtotal' totaling $34.2 million).

As part of the FY 2010-11 FORA CIP Review process conducted by EPS, TAMC, and FORA, at the FORA Board's April 8, 2011 direction, $18.8 million in current dollars was included as a CIP contingency for additional habitat management costs should the assumed payout rate for the endowment be 1.5% less than the current 4.5% assumption. It is hoped that this contingency will not be necessary, but USFWS and CDFW are the final arbiters as to what the final endowment amount will be, with input from FORA and its contractors/consultants. The final endowment amount is expected to be agreed upon in the upcoming fiscal year. FORA's annual operating budget has funded the annual costs of HCP preparation, including consultant contracts. HCP preparation is funded through non-CFD/Development fee sources such as FORA's share of property taxes.

The current 2$^{nd}$ screencheck draft HCP prepared in July 2017 includes a cost and funding chapter, which provides a planning-level cost estimate for HCP implementation and identifies necessary funds to pay for implementation. Concerning the annual costs necessary for HCP implementation and funded by FORA, of approximately $2.1 million in annual costs, estimated in 2018 dollars, approximately 25% is associated with habitat management and restoration, 32% for program administration and reporting, 29% for species monitoring, and 14% for changed circumstances and other contingencies.

### e) Fire Fighting Enhancement Requirements

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

### f) Building Removal Program

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

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

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

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

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

- In February 2006, FORA entered into an MOA with the County, the Monterey County Redevelopment Agency, and East Garrison Partners (EGP). In this MOA, EGP agreed to undertake FORA's responsibility for removal of certain buildings in the East Garrison Specific Plan for which they received a credit of $2.1 million against FORA's portion of land sale proceeds. Building removal in the East Garrison project area is now complete. The property was acquired by a new developer and the MOA has been reassigned to them.

FORA's remaining obligations includes Seaside Surplus II buildings for a fixed obligation of $4 million (in 2005 dollars) for which Seaside decides which buildings to remove. In FY 2005-06 the Board set a financial obligation of $4 million to be applied to the building removal effort in Seaside's Surplus II area. In 2011, FORA, at the direction of Seaside, removed an Army cafeteria in the Surplus II area (see **Appendix C**). During the FY 2016-17 CIP process, the FORA Board indexed the Seaside Surplus II financial obligation for building removal effort to $5.2 million.

FORA staff met with Seaside in the second half of 2016 to coordinate the potential application of FORA building removal obligation funds to Surplus II, although FORA's funds will not be enough to remove all hazardous materials and buildings from the site. Seaside and FORA staff determined that the first step in removing buildings from Surplus II was to survey buildings for hazardous materials, commissioning a hazardous materials removal estimate. Within the year, FORA conducted hazardous material surveys in Surplus II. At Seaside's request, FORA is planning, contracting, and completing Surplus II hazardous material and building removal for 20 buildings with estimated completion in late 2018.

FORA's remaining obligations also include removal of the former Fort Ord (Marina) Stockade (currently estimated at $4.2 million deconstruction cost). In 2016, FORA staff met with Marina to coordinate access to the Marina Stockade which currently hosts Las Animas concrete production and operations under a lease from Marina. Marina is taking the lead to negotiate with Las Animas for access to the building for removal. In March 2017, FORA contracted with Vista Environmental to survey the Stockade for hazardous materials. In November 2017, FORA contracted Harris and Associates to prepare plans for contractors estimates and provided a notice to proceed in March 2018. FORA will continue to coordinate with Marina to plan and implement building removal at the Stockade.

### g) Water and Wastewater Collection Systems

Following a competitive selection process in 1997, the FORA Board approved MCWD as the purveyor to own and operate water and wastewater collection systems on the former Fort Ord. 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. MCWD is engaged in the FORA CIP process, and adjusts its program coincident with the FORA CIP.

In 1998, the FORA Board established a Water/Wastewater Oversight Committee (WWOC), which serves in an advisory capacity to the Board. A primary function of the WWOC is to meet and confer with MCWD staff in the development of operating and capital budgets and corresponding customer fee structures. Annually, the WWOC and FORA staff prepare recommended actions for the Board's consideration with respect to budget and rate approvals. Capital improvements for system(s) operations and improvements are funded by customer rates, fees, and charges and are approved on an annual basis by the MCWD and FORA Boards. See **Appendix E** for the FY 2018-19 Ord Community CIP list.

### h) Property Management and Caretaker Costs

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

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

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

In FY 2016-17, FORA reimbursed a total of $109,674 to the jurisdictions who submitted their Caretaker Cost Worksheets by the required deadlines. For the FY of 2017-18, FORA approved up to $575,000 in Jurisdictions' Caretaker Costs. As of this writing, $123,091 of the approved $575,000 has been reimbursed.

Caretaker Costs funding designated in the FY 2018-19 CIP is $575,000.

# III. FY 2018-19 THROUGH FY 2028-29 CAPITAL IMPROVEMENT PROGRAM

The following tables depict the CIP: **Tables 1A** and **1B** illustrate the obligatory project offsets and remaining obligations. **Table 2** shows transportation and transit elements by priority and projected project expenditures from FY 2018-19 to 2028-29. **Table 3** is a summary of the CIP from FY 2018-19 through FY 2028-29. **Table 4** itemizes the jurisdictions' development projections that will generate CFD revenue to FORA. **Table 5** shows the land sale revenues that are anticipated based on jurisdiction's land sale projections for their respective former Fort Ord lands. **Tables 6** and **7** break out residential and non-residential development forecasts by jurisdiction. **Table 8** models estimated property tax revenue collections.

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

| PROJECT # | PROJECT TITLE | PROJECT LIMITS / DESCRIPTION | TAMC Reallocation Study 2017 TAMC ESTIMATED COST | % | FORA PORTION of COST | FORA Offsets Total as of FY 2016-17 | Offset Obligation ( FY 2017-18) | Offset Obligation Indexed by CCI (for FY 2017-18) | 2017-18 Actual (Expenditure / Offsets)*** | Remaining Obligation | Remaining Obligation Indexed by CCI (for FY 2018-19) | % of Obligation Complete |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **REGIONAL IMPROVEMENTS** | | | | | | | | | | | | |
| R3 | Hwy 1-Seaside Sand City | Hwy 1 Traffic Relief | $ 66,808,021.00 | 20% | $ 13,565,097 | $ - | $ 13,565,097 | 14,099,438 | $ - | 14,099,438 | 14,563,309 | 0% |
| R10 | Hwy 1-Monterey Rd. Interchange | Hwy 1 Traffic Relief @ Monterey Rd. Interchange | 28,356,293 | 13% | 3,604,250 | - | 3,604,250 | 3,746,225 | - | 3,746,225 | 3,869,476 | 0% |
| R11 | Hwy 156-Freeway Upgrade | Widen existing highway to 4 lanes and upgrade highway to freeway status with appropriate interchanges. Interchange modification as needed at US 156 and 101. | 292,470,673 | 6% | 16,993,507 | - | 16,993,507 | 17,662,896 | - | 17,662,896 | 18,244,005 | 0% |
| **SUB-TOTAL - REGIONAL IMPROVEMENTS** | | | **$ 387,634,987** | | **$ 34,162,854** | **$ -** | **$ 34,162,854** | **$ 35,508,559** | **$ -** | **$ 35,508,559** | **$ 36,676,790** | |
| **OFF-SITE IMPROVEMENTS** | | | | | | | | | | | | |
| 1 | Davis Rd n/o Blanco | Davis-Blanco Intersection Improvments & Roadway Widening | $ 4,678,046 | 15% | $ 720,208 | $ - | $ 720,208 | 748,577 | $ - | 748,577 | 773,206 | 0% |
| 2B | Davis Rd s/o Blanco | Widen to 4 lanes from Blanco to Reservation; Build 4 lane bridge over Salinas River | 12,733,317 | F | 12,733,317 | 556,870 | 12,176,447 | 12,656,088 | 216,176 | 12,439,912 | 12,849,185 | 4% |
| 4D | Widen Reservation-4 lanes to WG | Widen to 4 lanes from existing 4 lane section East Garrison Gate to Watkins Gate | 14,994,689 | 63% | 9,390,281 | 476,584 | 8,913,697 | 9,264,815 | - | 9,264,815 | 9,569,628 | 5% |
| 4E | Widen Reservation, WG to Davis | Widen to 4 lanes from Watkins Gate to Davis Rd | 8,165,424 | 61% | 4,978,440 | - | 4,978,440 | 5,174,545 | - | 5,174,545 | 5,344,788 | 0% |
| 10 | Del Monte Blvd Extension* | Connection between Del Monte and Intersection at Imjin/2nd Ave | 947,000 | 100% | 947,000 | - | 947,000 | 947,000 | (2,891,842) | 3,838,842 | 3,965,140 | 0% |
| **SUB-TOTAL - OFF-SITE IMPROVEMENTS** | | | **$ 41,518,476** | | **$ 28,769,246** | **$ 1,033,454** | **$ 27,735,792** | **$ 28,791,026** | **$ (2,675,666)** | **$ 31,466,692** | **$ 32,501,946** | |
| **ON-SITE IMPROVEMENTS** | | | | | | | | | | | | |
| FO2 | Abrams | Construct a new 2-lane arterial from intersection with 2nd Ave easterly to intersection with Crescent Court extension | $ 1,127,673 | 100% | $ 1,127,673 | $ - | $ 1,127,673 | 1,172,093 | $ - | 1,172,093 | 1,210,655 | 0% |
| FO5 | 8th Street | Upgrade/construct new 2-lane arterial from 2nd Ave to Intergarrison Rd | 6,443,262 | 100% | 6,443,262 | 1,018,890 | 5,424,372 | 5,638,043 | - | 5,638,043 | 5,823,534 | 16% |
| FO6 | Intergarrison | Upgrade to a 4-lane arterial from Eastside Rd to Reservation | 6,324,492 | 100% | 6,324,492 | 1,559,469 | 4,765,023 | 4,952,721 | - | 4,952,721 | 5,115,666 | 25% |
| FO7 | Gigling | Upgrade/Construct new 4-lane arterial from General Jim Moore Blvd easterly to Eastside Rd | 8,495,961 | 100% | 8,495,961 | 353,510 | 8,142,451 | 8,463,189 | 1,955 | 8,461,234 | 8,739,609 | 4% |
| FO9C | GJM Blvd-s/o Coe to S Boundary | Widen from 2 to 4 lanes from s/o Coe to South Boundary Rd | 1,083,775 | F | 1,083,775 | 100,000 | 983,775 | 1,022,527 | - | 1,022,527 | 1,056,168 | 0% |
| FO11 | Salinas Ave* | Construct new 2 lane arterial from Reservation Rd southerly to Abrams Dr | 4,510,693 | 100% | 4,510,693 | - | 4,510,693 | 4,688,373 | 2,800,000 | 1,888,373 | 1,950,501 | 0% |
| FO12A | Eucalyptus Rd | Upgrade to 2 lane collector from Seaside/Monterye County Line to Parker Flats cut-off | 532,830 | F | 532,830 | 50,000 | 482,830 | 501,849 | - | 501,849 | 518,360 | 9% |
| FO13B | *Northeast-Southwest Connector (formerly Eastside Pkwy)* | TBD (Northeast / Southwest Connector) | 18,611,779 | 100% | 18,611,779 | 510,000 | 18,101,779 | 18,814,824 | 218,421 | 18,596,403 | 19,208,225 | 3% |
| FO14 | S Boundary Road Upgrade** | Upgrade to a 2 lane arterial, along existing alignment from General Jim Moore Blvd to 200' past Rancho Saucito | 3,733,921 | 100% | 7,383,013 | 338,986 | 7,044,028 | 7,321,498 | 88,639 | 7,232,859 | 7,470,820 | 5% |
| **SUB-TOTAL - ON-SITE IMPROVEMENTS** | | | **$ 50,864,386** | | **$ 54,513,478** | **$ 3,930,855** | **$ 50,582,624** | **$ 52,575,117** | **$ 3,109,015** | **$ 49,466,102** | **$ 51,093,537** | |
| **TRANSPORATION TOTALS** | | | **$ 480,017,849** | | **$ 117,445,578** | **$ 4,964,308** | **$ 112,481,270** | **$ 116,874,702** | **$ 433,349** | **$ 116,441,353** | **$ 120,272,273** | |
| **Transportation Contingency** | | | | | | | | | | | | |
| | Transportation Contigency | 15% contingency on transportation mitigations to cover MEC and other unanticipated transportation costs. | | | | | | - | $ 188,235 | 17,466,203 | 18,040,841.02 | 1% |
| **SUB-TOTAL - TRANSIT** | | | **$ -** | | **$ -** | **$ -** | **$ -** | **$ -** | **$ 188,235** | **$ 17,466,203** | **$ 18,040,841** | |
| **Transit Capital Improvements** | | | | | | | | | | | | |
| T3 | Transit Vehicle Purchase/Replace | 15 MST busses | $ 9,220,050 | 100% | $ 9,220,050 | $ 378,950 | $ 8,841,100 | 9,189,359 | $ 1,000,000 | 8,189,359 | 8,458,789 | 4% |
| T22 | Intermodal Centers | (PFIP T-31) includes 3 elements: 1. Intermodal Transportation Center @ 1st. Avenue South of 8th. Street 2. Park and Ride Facility @ 12th Street and Imjin, and 3. Park and Ride Facility @ 8th. Street and Gigling | 7,106,403.00 | 100% | 7,106,403 | - | $ 7,106,403 | 7,386,330 | - | 7,386,330 | 7,629,341 | 0% |
| **SUB-TOTAL - TRANSIT** | | | **$ 16,326,453** | | **$ 16,326,453** | **$ 378,950** | **$ 15,947,503** | **$ 16,575,689** | **$ 1,000,000** | **$ 15,575,689** | **$ 16,088,129** | |
| **TRANSPORTATION / TRANSIT - TOTALS** | | | | | **$ 133,772,031** | **$ 5,343,258** | **$ 128,428,773** | **$ 133,450,391** | **$ 1,433,349** | **$ 132,017,042** | **$ 136,360,403** | |

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

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

| PROJECT # | PROJECT TITLE | PROJECT LIMITS / DESCRIPTION | FORA BUDGET | TOTAL OFFSETS *To Date* | REMAING OBLIGATION | OBLIGATION INDEXED BY CCI | % of OBLIGATION COMPLETE |
|---|---|---|---|---|---|---|---|
| | | **TRANSPORTATION / TRANSIT OBLIGATION - TOTALS** | **$ 133,772,031** | **$ 6,776,607** | **$ 132,017,042** | **$ 136,360,403** | **0.0%** |
| | | **15% TRANSPORTATION CONTINGENCY** | **$ 20,065,805** | **$ -** | **$ 19,802,556** | **$ 20,454,060** | **0.0%** |

Transportation and HCP Contingecy funds are reserved for unforseen projects costs (Munitions Removal, Utility Relocation and other unknowns)

**Building Removal**

| | | *FORA Remaining Building Removal Obligations* | FORA BUDGET | TOTAL OFFSET | REMAINING | INDEXED | % Complete |
|---|---|---|---|---|---|---|---|
| S201 | Seaside Surplus II | Hazardous material identification and removal, building removal, and site restoration | 5,571,616 | 440,944 | 5,130,672 | 5,299,471.11 | 8% |
| S202 | Marina Stockade | Hazardous material identification and removal, building removal, and site restoration | 4,221,400 | 188,583 | 4,221,400 | 4,360,284.06 | 0% |
| **TOTAL CUMMULATIVE BUILDING REMOVAL TO DATE** | | | **9,793,016** | **629,527** | **9,352,072** | **9,520,871** | 5% |

**Water Augmentation**

| | | *FORA Water Augmentation, BRP required CEQA Mitigations* | FORA BUDGET | TOTAL OFFSET | REMAINING | INDEXED | % Complete |
|---|---|---|---|---|---|---|---|
| WA01 | Pipeline' Reimbursement | MCWD Recycled Water 'Pipeline' Reimbursement | 8,300,000 | 1,058,017 | 7,241,983 | NA | 13% |
| WA02 | Secondary Component | Secondary Component (Identification, Planning, Implementation) | 157,000 | - | 157,000 | NA | 0% |
| WA00 | General | CEQA mitigations | 15,815,615 | 561,780 | 15,253,835 | 15,755,686 | 4% |
| **TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE** | | | **24,272,615** | **1,619,797** | **22,652,818** | **23,154,669.30** | 7% |

**Habitat Mitigations**

| | | *FORA Habitat Managemnet and Conservation, BRP required CEQA Mitigations* | FORA BUDGET | TOTAL OFFSET | REMAINING | INDEXED | % Complete |
|---|---|---|---|---|---|---|---|
| | Joint Powers Authority Set Aside | 30.2% CFD Set Aside | 48,000,246 | 13,829,853 | 34,170,393 | N/A | 29% |
| | HCP Contingency | Provides interim funding for UC Fort Ord Natural Reserve until adoption of HCP endowment and potential increase to cost | 20,135,005 | 1,251,272 | 18,883,733 | N/A | 6% |
| **TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE** | | | **68,135,251** | **15,081,125** | **53,054,126** | **-** | |

**Completed Capital Improvements**

| | | *Total offsets against transportation/transit network obligations per 1995 & 2005 TAMC Study. Funded by EDA grant funds, state and local matching funds, revenue bond proceeds, development fees.* | FORA BUDGET | TOTAL OFFSET | REMAINING | INDEXED | % Complete |
|---|---|---|---|---|---|---|---|
| 8 | Crescent Ave extend to Abrams* | Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2) | $ 415,177 | 323,335 | 91,842 | | 100% |
| FO9 | General Jim Moore Blvd | Improvements to No.-So. Rd / Hwy 218 Intersection + GJMB Phase 1-1V, Utility and Landscaping (FO9A, FO9B) | 30,812,841 | $ 30,812,841 | - | - | 100% |
| FO3 | Imjin Parkway | 12th St. Improvements, Utilities, and Imjin Parkway Construction | 8,247,818 | 8,247,818 | - | - | 100% |
| FO8 | 2nd Ave | 2nd Ave. Roadway Improvements from Lightfighter to Imjin, Utilties | 5,605,525 | 5,605,525 | - | - | 100% |
| FO10 | California Ave. | California Ave. Roadway Improvements, and Utilities. | 2,227,906 | 2,227,906 | - | - | 100% |
| FO12 | Eucalyptus Rd. | Eucalyptus Rd. Construction from General Jim Moore Boulevard to Seaside/County Line | 5,328,032 | 5,328,032 | - | - | 100% |
| - | South Boundary - Connector | Rancho Saucito Road - prior to 2005 | 1,336,241 | 1,336,241 | - | - | 100% |
| - | Reservation Road | Reservation Road - bike lanes | 6,289,483 | 6,289,483 | - | - | 100% |
| - | Blanco Road | Blanco Road | 2,586,767 | 2,586,767 | - | - | 100% |
| R12 | Hwy 68 Operational Improvements | Operational improvements at San Benancio, Laureles Grade and Corral De Tierra | 312,205 | 312,205 | - | - | 100% |
| **TOTAL TRANSPORTATION COMPLETED** | | | **$ 52,637,299** | **$ 52,545,457** | - | | *$84,039,060 *** |
| | | *Retain/Percolate stormwater; eliminate discharge of stormwater to Monterey Bay Sanctuary. Project completed/financial obligation met in 2004. Funded by EDA grant proceeds.* | 1,631,951 | 1,631,951 | - | - | 100% |
| **TOTAL STORMWATER COMPLETED** | | | **1,631,951** | **1,631,951** | - | | *$2,747,236*** |
| | | *Fire Rolling Stock purchased and transferred to jurisdictions* | 1,160,000 | 1,160,000 | - | - | 100% |
| **TOTAL FIRE-FIGHTING COMPLETED** | | | **1,160,000** | **1,160,000** | - | | *$1,476,040*** |
| - | Pilot Project | 1996 Fort Ord catalogue of buildings, site and building charactarization - 8 buildings | 700,000 | 700,000 | - | - | 100% |
| - | Dunes on Monterey Bay | 2006 FORA cash obligation retired. Remaining obligation to be applied to land sales credits per contract. 405 buildings | 46,000,000 | 26,574,592 | 19,425,408 | NA - 19,425,408 | 58% |
| - | East Garrison | 2006 FORA cash obligation retired. Developer completed. | 2,177,000 | 2,177,000 | | | 100% |
| FO3 | Imjin Parkway - Building Removal | Roadway implementation preperation and building removal - 37 buildings | 1,289,631 | 1,289,631 | - | - | 100% |
| FO8 | 2nd Avenue - Building Removal | Roadway implementation preperation and building removal - 14 buildings | 837,368 | 837,368 | - | - | 100% |
| **TOTAL BUILDING REMOVAL COMPLETED** | | 464 buildings | **51,003,999** | **31,578,591** | **19,425,408** | **19,425,408** | *$47,431,970 *** |
| | | **OTHER OBLIGATION - TOTALS** | **$ 208,634,131** | **$ 104,246,448** | **$ 104,484,424** | **$ 52,100,948** | **50.0%** |
| | | **TOTAL REMAINING CAPITAL IMPROVEMENT OBLIGATION** | **$ 362,471,966** | **$ 111,023,055** | **$ 256,304,023** | **$ 208,915,412** | **31%** |

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

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

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

| Priority | Proj# | Description | Lead | | Obligation | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | TOTAL Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | FO13B | NE-SW Connector (formerly ESP) | On-Site | FORA | *$ 19,208,225* | $ 560,000 | 315,000 | | | 1,795,000 | 7,383,818 | 9,154,407 | | | | | 19,208,225 |
| 2 | FO14 | South Boundary Road (SBR) Upgrade | On-Site | FORA | *$ 7,470,820* | 5,345,820 | 2,125,000 | | | | | | | | | | 7,470,820 |
| 3 | 2B | Davis Rd south of Blanco | Off-Site | MoCo | *$ 12,849,185* | 750,000 | 2,000,000 | 3,000,000 | 4,000,000 | 3,099,185 | | | | | | | 12,849,185 |
| 4 | FO7 | Gigling | On-Site | FORA | *$ 8,739,609* | 800,000 | 330,000 | 4,000,000 | 3,609,609 | | | | | | | | 8,739,609 |
| 5 | FO9C | GJM Boulevard / SBR Intersection* | On-Site | FORA | *$ 1,056,168* | 1,056,168 | | | | | | | | | | | 1,056,168 |
| 6 | 10 | Del Monte Blvd Extension | Off-Site | Marina | *$ 3,965,140* | 500,000 | 1,000,000 | 1,000,000 | 1,369,998 | 95,142 | | | | | | | 3,965,140 |
| 7 | FO5 | 8th Street | On-Site | Marina | *$ 5,823,534* | | | 375,000 | 500,000 | 750,000 | 4,198,534 | | | | | | 5,823,534 |
| 8 | T3 | Transit Vehicle Purchase/Replace | Transit | MST | *$ 8,458,789* | 500,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,458,789 | 1,000,000 | 1,000,000 | 1,500,000 | | | | 8,458,789 |
| 9 | R3a | Hwy 1-Del Monte-Fremont-MBL | Regional | TAMC | *$ 14,563,309* | | | | | | 5,000,000 | 5,000,000 | 4,563,309 | | | | 14,563,309 |
| 10 | T22 | Intermodal Centers | Transit | MST | *$ 7,629,341* | | | | 3,000,000 | | 3,000,000 | | 1,629,341 | | | | 7,629,341 |
| 11 | FO6 | Intergarrison | On-Site | FORA | *$ 5,115,666* | 200,000 | 250,000 | | | 3,050,000 | 1,615,666 | | | | | | 5,115,666 |
| 12 | FO12 | Eucalyptus Road | On-Site | FORA | *$ 518,360* | 110,000 | | | | 408,360 | | | | | | | 518,360 |
| 13 | R11 | Hwy 156-Freeway Upgrade | Regional | TAMC | *$ 18,244,005* | | | | | 5,000,000 | 5,000,000 | 5,000,000 | 3,244,005 | | | | 18,244,005 |
| 14 | 4D | Widen Reservation-4 lanes to WG | Off-Site | MoCo | *$ 9,569,628* | | | | | | | | | 1,000,000 | 4,000,000 | 4,569,628 | 9,569,628 |
| 15 | 4E | Widen Reservation, WG to Davis | Off-Site | MoCo | *$ 5,344,788* | | | | | | | | | | | 5,344,788 | 5,344,788 |
| 16 | FO11 | Salinas Ave | On-Site | Marina | *$ 1,950,501* | | | | 750,000 | 1,200,500 | | | | | | | 1,950,501 |
| 17 | FO2 | Abrams | On-Site | Marina | *$ 1,210,655* | | | $ 1,210,655 | | | | | | | | | 1,210,655 |
| 18 | 1 | Davis Rd north of Blanco | Off-Site | MoCo | *$ 773,206* | | | | | | | | | | | 773,206 | 773,206 |
| 19 | R10 | Hwy 1-Monterey Rd. Interchange | Regional | TAMC | *$ 3,869,476* | | | | | | | | | | | 3,869,476 | 3,869,476 |
| | | **Transportation and Transit** | **GRAND TOTALS** | | ***$ 136,360,403*** | **$ 9,821,988** | **$ 7,020,000** | **$ 10,585,655** | **$ 14,229,607** | **$ 16,856,976** | **$ 27,198,018** | **$ 20,154,407** | **$ 10,936,655** | **$ 1,000,000** | **$ 4,000,000** | **$ 14,557,097** | **$ 136,360,403** |

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

# TABLE 3: SUMMARY OF CAPITAL IMPROVEMENT PROGRAM 2018-2019 through 2028-29

| | ESTIMATED YEAR-END BALANCE | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | 2018-2020 SUB-TOTAL | 2020-2029 SUB-TOTAL | TOTAL | % of Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **A. CFD SPECIAL TAX / DEVELOPMENT FEE FUND (DEVFE)** | | | | | | | | | | | | | **A. DEVFE - ANALYSIS** | | | |
| **DEDICATED REVENUES** | | | | | | | | | | | | | | | | |
| Development Fees | | $ 10,734,756 | 15,158,813 | 21,147,724 | 23,127,110 | 18,663,425 | 14,000,215 | 13,457,487 | 11,100,511 | 9,011,286 | 7,287,816 | 1,994,301 | 25,893,569 | 119,789,875 | $ 145,683,444 | 67.1% |
| **OTHER REVENUES** | | | | | | | | | | | | | | | | |
| Property Taxes - CIP Allocation | | $ 1,674,613 | 2,437,306 | 3,754,961 | 5,072,518 | 6,145,834 | 7,177,715 | 7,840,781 | 8,499,668 | 9,082,205 | 9,601,237 | 9,819,262 | 4,111,920 | 66,994,181 | 71,106,101 | 32.7% |
| Grants | | $ - | - | - | - | - | - | - | - | - | - | - | - | - | - | 0.0% |
| Miscellaneous (investment interest) | | $ 41,490 | 30,879 | 39,230 | 50,867 | 63,622 | 73,997 | 81,874 | 87,088 | - | - | - | 72,368 | 396,677 | 469,045 | 0.2% |
| **TOTAL REVENUES** | | **$ 12,450,859** | **17,626,998** | **24,941,915** | **28,250,496** | **24,872,881** | **21,251,927** | **21,380,141** | **19,687,267** | **18,093,491** | **16,889,053** | **11,813,563** | **30,077,857** | **187,180,733** | **217,258,590** | **100.0%** |
| **PROJECTS EXPENDITURES** | | | | | | | | | | | | | | | | |
| Transportation/Transit - See CIP Table 2 | | $ 9,821,988 | 7,020,000 | 10,585,655 | 14,229,607 | 16,856,976 | 27,198,018 | 20,154,407 | 10,936,655 | 1,000,000 | 4,000,000 | 14,557,097 | 16,841,988 | 119,518,414 | 136,360,402 | 69.1% |
| Transportation Contingency | | $ 3,928,200 | 1,965,600 | 1,587,848 | 2,134,441 | 2,528,546 | 4,079,703 | 2,191,658 | 306,208 | - | - | - | 5,893,800 | 12,828,404 | 18,722,204 | 9.5% |
| Water Augmentation - RUWAP Pipeline | | $ 5,600,000 | 841,983 | - | 2,300,000 | - | - | - | - | - | - | - | 6,441,983 | 2,300,000 | 8,741,983 | 4.4% |
| Water Augmentation - RUWAP Other | | $ 157,000 | - | - | - | - | - | - | 7,200,000 | 7,598,686 | | - | 157,000 | 14,798,686 | 14,955,686 | 7.6% |
| **TOTAL CFD PROJECTS** | | **$ 19,507,188** | **9,827,583** | **12,173,503** | **18,664,048** | **19,385,522** | **31,277,720** | **22,346,065** | **18,442,863** | **8,598,686** | **4,000,000** | **14,557,097** | **29,334,771** | **149,445,505** | **178,780,276** | **90.6%** |
| **OTHER EXPENDITURES** | | | | | | | | | | | | | | | | |
| Property Tax - Jurisdiction Share (all jurisdictions) | | $ - | - | - | 175,496 | 307,252 | 414,583 | 517,771 | 584,078 | 649,967 | 708,221 | 760,124 | - | 4,117,492 | 4,117,492 | 2.1% |
| HCP - UC Regents | | $ 98,268 | 101,648 | 105,145 | - | - | - | - | - | - | - | - | 199,916 | 105,145 | 305,062 | 0.2% |
| General CIP/FORA Costs - Footnote 1 | | $ 1,018,260 | 1,053,288 | 1,220,866 | 1,262,864 | 1,306,306 | 1,351,243 | 1,397,726 | - | - | - | - | 2,071,548 | 6,539,005 | 8,610,553 | 4.4% |
| Caretaker Costs (Including Caretaker Emergency Fund) | | $ 575,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 1,075,000 | 4,500,000 | 5,575,000 | 2.8% |
| **TOTAL OTHER** | | **$ 1,691,528** | **1,654,937** | **1,826,011** | **1,938,360** | **2,113,558** | **2,265,827** | **2,415,498** | **1,084,078** | **1,149,967** | **1,208,221** | **1,260,124** | **3,346,465** | **15,261,642** | **18,608,107** | **9.4%** |
| **TOTAL EXPENDITURES** | | **$ 21,198,716** | **11,482,520** | **13,999,514** | **20,602,408** | **21,499,080** | **33,543,547** | **24,761,563** | **19,526,941** | **9,748,653** | **5,208,221** | **15,817,221** | **32,681,236** | **164,707,147** | **197,388,382** | **100.0%** |
| **STARTING BALANCES & SET ASIDES** | | | | | | | | | | | | | | | | |
| Net Annual Revenue | | $ (8,747,857) | 6,144,479 | 10,942,401 | 7,648,088 | 3,373,801 | (12,291,620) | (3,381,421) | 160,326 | 8,344,838 | 11,680,832 | (4,003,658) | | Revenue | 19,870,208 | |
| Set Aside - HCP - See CIP Table 1B | $ (13,829,853) | $ (3,283,386) | (4,608,840) | (6,425,843) | (7,035,254) | (5,699,976) | (4,302,062) | (2,815,032) | | | | | | Net HCP Set Aside | (48,000,246) | |
| Set Aside - HCP Contingency - See CIP Table 1B | $ - | $ - | - | - | - | - | - | (4,146,035) | (3,439,442) | (2,721,408) | (2,200,920) | (6,375,927) | | Net HCP Contingency | (18,883,733) | |
| Beginning Balance | $ 24,844,821 | $ 11,014,968 | - | 1,535,638 | 6,052,197 | 6,665,030 | 4,338,854 | - | - | - | 5,623,430 | 15,103,342 | | Starting Cash Balance | 24,844,821 | |
| **TOTAL BALANCES** | **$ 11,014,968** | **$ (1,016,275)** | **1,535,638** | **6,052,197** | **6,665,030** | **4,338,854** | **(12,254,827)** | **(10,342,488)** | **(3,279,116)** | **5,623,430** | **15,103,342** | **4,723,757** | | **Net Revenue** | **(22,168,950)** | |
| **TRANSFER - from LESAL to DEVFE** | | $ 1,016,275 | - | - | - | - | 12,254,827 | 10,342,488 | 3,279,116 | - | - | - | | Net Transfers | 26,892,707 | |
| **DEVFE ENDING BALANCE** | | **$ -** | **1,535,638** | **6,052,197** | **6,665,030** | **4,338,854** | **-** | **-** | **-** | **5,623,430** | **15,103,342** | **4,723,757** | | **Net Balance** | **$ 4,723,757** | |
| **B. LAND SALES FUND (LESAL)** | | | | | | | | | | | | | **B. LESAL ANALYSIS** | | | |
| **DEDICATED REVENUES** | | | | | | | | | | | | | | | | |
| Land Sales | | $ - | 30,921,411 | 10,242,932 | 8,125,134 | 16,914,577 | 664,849 | - | - | 16,197,360 | 16,197,360 | 12,597,946 | 30,921,411 | 80,940,156 | $ 111,861,567 | 121.0% |
| Land Sales - Building Removal Credits | | $ - | (19,425,408) | - | - | - | - | - | - | - | - | - | (19,425,408) | - | (19,425,408) | -21.0% |
| **TOTAL REVENUES** | | **$ -** | **11,496,003** | **10,242,932** | **8,125,134** | **16,914,577** | **664,849** | **-** | **-** | **16,197,360** | **16,197,360** | **12,597,947** | **11,496,003** | **80,940,156** | **92,436,159** | **100.0%** |
| **PROJECT EXPENDITURES** | | | | | | | | | | | | | | | | |
| Building Removal Obligations - See Table 1B | | $ 9,520,871 | - | - | - | - | - | - | - | - | - | - | 9,520,871 | - | 9,520,871 | 98.5% |
| **OTHER EXPENDITURES** | | | | | | | | | | | | | | | | |
| General CIP/FORA Costs (A/E, PM, CM, Staff Costs etc…) | | $ 140,873 | | - | - | - | - | - | - | - | - | - | 140,873 | - | 140,873 | 1.5% |
| **TOTAL EXPENDITURES** | | **$ 9,661,744** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **9,661,744** | **-** | **9,661,744** | **100.0%** |
| Net Annual Revenue | | $ (9,661,744) | 11,496,003 | 10,242,932 | 8,125,134 | 16,914,577 | 664,849 | - | - | 16,197,360 | 16,197,360 | 12,597,947 | | Revenue | 82,774,415 | |
| Beginning Balance | $ 11,185,029 | $ 4,536,973 | 507,009 | 12,003,012 | 22,245,944 | 30,371,077 | 47,285,653 | 35,695,674 | 25,353,185 | 22,074,068 | 38,271,427 | 54,468,786 | | Starting Cash Balance | 11,185,029 | |
| Set Aside - Bldg Removal | $ (6,648,056) | $ 6,648,056 | - | - | - | - | - | - | - | - | - | - | | Net BR Set-Aside | - | |
| **UNRESERVED FUND BALANCE** | **$ 4,536,973** | **$ 1,523,284** | **12,003,012** | **22,245,944** | **30,371,077** | **47,285,653** | **47,950,501** | **35,695,673** | **25,353,184** | **38,271,427** | **54,468,786** | **67,066,733** | | **Net Revenue** | **93,959,444** | |
| **TRANSFER - from LESAL to DEVFE** | | $ (1,016,275) | - | - | - | - | (12,254,827) | (10,342,488) | (3,279,116) | - | - | - | | Net Transfers | (26,892,707) | |
| **LESAL ENDING BALANCE** | | **$ 507,009** | **12,003,012** | **22,245,944** | **30,371,077** | **47,285,653** | **35,695,674** | **25,353,185** | **22,074,068** | **38,271,427** | **54,468,786** | **67,066,733** | | | **$ 67,066,737** | |
| **TOTAL ENDING BALANCE-ALL PROJECTS** | | **$ 507,009** | **13,538,650** | **28,298,141** | **37,036,107** | **51,624,507** | **35,695,674** | **25,353,185** | **22,074,068** | **43,894,857** | **69,572,128** | **71,790,490** | | | **$ 71,790,494** | |

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

# TABLE 4: COMMUNITY FACILITIES DISTRICT REVENUE

| Land Use Location & Description | Juris-diction | FAR 43,560 | FORECAST YEAR 2018-19 | 19-20 | Post FORA 20-21 | 21-22 | 22-23 | 23-24 | 24-25 | 25-26 | 26-27 | 27-28 | 28-29 | Totals |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ***New Residential*** | | | | | | | | | | | | | | |
| Seahaven (Entitled) | MAR | 6 | - | 2,782,173.0 | 2,954,520.0 | 2,954,520.0 | 2,954,520.0 | 2,954,520.0 | 2,954,520.0 | 2,191,269.0 | - | - | - | 19,746,042 |
| Dunes Phase 1 (Entitled) | MAR | 6 | 1,772,712 | 2,831,415 | - | - | - | - | - | - | - | - | - | 4,604,127 |
| Dunes Phase 2 (Entitled) | MAR | 6 | - | - | 2,215,890 | 1,107,945 | 1,107,945 | 1,107,945 | - | - | - | - | - | 5,539,725 |
| Dunes Phase 3 (Entitled) | MAR | 6 | - | - | - | 1,107,945 | 1,107,945 | 1,107,945 | 2,215,890 | 2,215,890 | 2,215,890 | 738,630 | - | 10,710,135 |
| Cypress Knolls (Entitled) | MAR | 6 | - | - | 2,462,100 | 2,462,100 | 2,462,100 | 2,462,100 | 2,462,100 | 2,462,100 | 1,378,776 | 1,378,776 | - | 17,530,152 |
| TAMC (Planned) | MAR | 6 | - | - | - | - | - | - | - | - | - | - | - | - |
| Seaside Resort (Entitled) | SEA | 6 | 98,484 | 295,452 | 886,356 | 886,356 | 837,114 | - | - | - | - | - | - | 3,003,762 |
| Surplus II (Planned) | SEA | 6 | - | - | 246,210 | 2,462,100 | 2,462,100 | 689,388 | - | - | - | - | - | 5,859,798 |
| 26 Acre Parcel (Planned) | SEA | 6 | - | 246,210 | 2,462,100 | 984,840 | - | - | - | - | - | - | - | 3,693,150 |
| Main Gate (Planned) | SEA | 6 | - | 246,210 | 2,462,100 | 861,735 | - | - | - | - | - | - | - | 3,570,045 |
| Nurses Barracks (Planned) | SEA | 6 | - | 984,840 | - | - | - | - | - | - | - | - | - | 984,840 |
| Seaside East (Planned) | SEA | 6 | - | - | - | - | - | 246,210 | 1,231,050 | 1,231,050 | 2,462,100 | 2,462,100 | - | 7,632,510 |
| East Garrison I (Entitled) | MCO | 6 | 2,954,520 | 2,954,520 | 2,954,520 | 2,954,520 | 2,954,520 | 2,979,141 | - | - | - | - | - | 17,751,741 |
| Del Rey Oaks (Planned) | DRO | 6 | - | - | 492,420 | 1,477,260 | 1,477,260 | 1,477,260 | 1,477,260 | 2,954,520 | 2,954,520 | 2,708,310 | 1,994,301 | 17,013,111 |
| UC Blanco Triangle (Planned) | UC | 6 | - | - | 2,708,310 | 2,708,310 | 492,420 | - | - | - | - | - | - | 5,909,040 |
| Other Residential (Planned) | Various | 6 | - | - | - | - | - | - | - | - | - | - | - | - |
| Existing/Replacement Residential | (See Table 6) | | 5,909,040 | 344,694 | - | - | - | - | - | - | - | - | - | 6,253,734 |
| ***Total Residential Units*** | | | **10,734,756** | **10,685,514** | **19,844,526** | **19,967,631** | **15,855,924** | **13,024,509** | **10,340,820** | **11,054,829** | **9,011,286** | **7,287,816** | **1,994,301** | **129,801,912** |
| ***CFD Special tax per Unit*** | $ | ***24,621*** | *10,734,756* | *10,685,514* | *19,844,526* | *19,967,631* | *15,855,924* | *13,024,509* | *10,340,820* | *11,054,829* | *9,011,286* | *7,287,816* | *1,994,301* | ***$ 129,801,912*** |
| ***Office*** | | | | | | | | | | | | | | |
| Del Rey Oaks RV Park (Planned) | DRO | 0.35 | - | 42,372 | 42,372 | - | - | - | - | - | - | - | - | 84,744 |
| Monterey (Planned) | MRY | 0.35 | - | - | 25,540 | 25,540 | 25,540 | 38,121 | 38,121 | - | - | - | - | 152,861 |
| East Garrison I (Entitled) | MCO | 0.35 | - | 5,085 | 5,085 | 4,237 | - | - | - | - | - | - | - | 14,406 |
| Dunes Phase 1 (Entitled) | MAR | 0.35 | - | 4,873 | 4,873 | 4,873 | - | - | - | - | - | - | - | 14,618 |
| Dunes Phase 2 (Entitled) | MAR | 0.35 | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 3 (Entitled) | MAR | 0.35 | - | - | 15,889 | 15,889 | 15,889 | 15,889 | 15,889 | 15,889 | - | - | - | 95,336 |
| Seahaven (Planned) | MAR | 0.35 | - | - | - | - | - | - | - | - | - | - | - | - |
| Interim Inc. (Entitled) | MAR | 0.35 | - | - | - | - | - | - | - | - | - | - | - | - |
| Marina (Planned) | MAR | 0.35 | - | - | - | - | - | - | - | - | - | - | - | - |
| TAMC (Planned) | MAR | 0.35 | - | - | - | - | - | - | - | - | - | - | - | - |
| Campus Town / Surplus II (Planned) | SEA | 0.35 | - | 4,873 | 20,762 | 20,762 | 15,889 | 15,889 | 15,889 | 15,889 | - | - | - | 109,955 |
| Campus Town /26 Acre (Planned) | SEA | 0.35 | - | - | - | 1,059 | 1,059 | - | - | - | - | - | - | 2,119 |
| Main Gate | SEA | 0.35 | - | - | - | 1,059 | 1,059 | - | - | - | - | - | - | 2,119 |
| Seaside East (Planned) | SEA | 0.35 | - | - | - | - | - | - | - | - | - | - | - | - |
| UC (Planned) | UC | 0.35 | - | - | - | 2,119 | 2,119 | 2,119 | - | - | - | - | - | 6,356 |
| ***Total Office Acres*** | | | **-** | ***57,202*** | ***114,521*** | ***75,539*** | ***61,556*** | ***72,018*** | ***69,899*** | ***31,779*** | **-** | **-** | **-** | ***482,514*** |
| ***CFD Special tax per Acre*** | $ | ***3,230*** | *-* | *57,202* | *114,521* | *75,539* | *61,556* | *72,018* | *69,899* | *31,779* | *-* | *-* | *-* | ***$ 482,514*** |
| ***Industrial*** | | | | | | | | | | | | | | |
| Monterey (Planned) | MRY | 0.40 | - | - | - | - | 13,364 | 13,364 | 13,364 | - | - | - | - | 40,092 |
| Marina CY (Entitled) | MAR | 0.40 | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 1 (Entitled) | MAR | 0.40 | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 2 (Entitled) | MAR | 0.40 | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 3 (Entitled) | MAR | 0.40 | - | - | 13,903 | 13,903 | 13,903 | 13,903 | 13,903 | 13,903 | - | - | - | 83,419 |
| Seahaven (Planned) | MAR | 0.40 | - | - | - | - | - | - | - | - | - | - | - | - |
| Marina Airport (Entitled) | MAR | 0.40 | - | - | - | - | - | - | - | - | - | - | - | - |
| TAMC (Planned) | MAR | 0.40 | - | - | - | - | - | - | - | - | - | - | - | - |
| Campus Town / Surplus II (Planned) | SEA | 0.40 | - | - | 7,415 | - | - | - | - | - | - | - | - | 7,415 |
| Campus Town /26 Acre (Planned) | SEA | 0.40 | - | - | 5,561 | - | - | - | - | - | - | - | - | 5,561 |
| Main Gate | SEA | 0.40 | - | - | - | - | - | - | - | - | - | - | - | - |
| Seaside East (Planned) | SEA | 0.40 | - | - | - | 1,854 | 1,854 | 1,854 | - | - | - | - | - | 5,561 |
| UC (Planned) | UC | 0.40 | - | 3,708 | 3,708 | 3,708 | 3,708 | 3,708 | - | - | - | - | - | 18,538 |
| ***Total Industrial Acres*** | | | **-** | ***3,708*** | ***30,587*** | ***19,465*** | ***32,829*** | ***32,829*** | ***27,267*** | ***13,903*** | **-** | **-** | **-** | ***160,587*** |
| ***CFD Special tax per Acre*** | $ | ***3,230*** | *-* | *3,708* | *30,587* | *19,465* | *32,829* | *32,829* | *27,267* | *13,903* | *-* | *-* | *-* | ***$ 160,587*** |
| ***Retail*** | | | | | | | | | | | | | | |
| Del Rey Oaks (Planned) | DRO | 0.25 | - | - | - | - | - | - | - | - | - | - | - | - |
| East Garrison I (Entitled) | MCO | 0.25 | - | 73,336 | 73,336 | 61,113 | - | - | - | - | - | - | - | 207,784 |
| Seahaven (Planned) | MAR | 0.25 | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 1 (Entitled) | MAR | 0.25 | - | 122,226 | 122,226 | 122,226 | 122,226 | - | - | - | - | - | - | 488,904 |
| Dunes Phase 2 (Entitled) | | 0.25 | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 3 (Entitled) | MAR | 0.25 | - | - | - | - | - | - | - | - | - | - | - | - |
| TAMC (Planned) | MAR | 0.25 | - | - | - | - | - | - | - | - | - | - | - | - |
| Seaside Resort (Entitled) | SEA | 0.25 | - | - | - | - | 61,113 | - | - | - | - | - | - | 61,113 |
| Campus Town / Surplus II (Planned) | SEA | 0.25 | - | 61,113 | 244,452 | - | - | - | - | - | - | - | - | 305,565 |
| Campus Town /26 Acre (Planned) | SEA | 0.25 | - | 61,113 | 183,339 | - | - | - | - | - | - | - | - | 244,452 |
| Main Gate | SEA | 0.25 | - | 152,782 | 152,782 | 152,782 | 152,782 | 305,565 | - | - | - | - | - | 916,694 |
| Seaside East (Planned) | SEA | 0.25 | - | - | - | 61,113 | 61,113 | 61,113 | - | - | - | - | - | 183,339 |
| UC (Planned) | UC | 0.25 | - | - | 381,956 | 504,182 | 504,182 | 504,182 | - | - | - | - | - | 1,894,501 |
| ***Total Retail Acres*** | | | **-** | ***470,570*** | ***1,158,090*** | ***901,416*** | ***901,416*** | ***870,860*** | **-** | **-** | **-** | **-** | **-** | ***4,302,352*** |
| ***CFD Special tax per Acre*** | $ | ***66,552*** | *-* | *470,570* | *1,158,090* | *901,416* | *901,416* | *870,860* | *-* | *-* | *-* | *-* | *-* | ***$ 4,302,352*** |
| ***Hotel (rooms)*** | | | | | | | | | | | | | | |
| Del Rey Oaks RV Park (Planned) | DRO | 32 | - | - | - | - | - | - | 3,019,500 | - | - | - | - | 3,019,500 |
| Dunes Phase 1 (Entitled) | MAR | 32 | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 2 (Entitled) | MAR | 32 | - | - | - | 2,163,060 | - | - | - | - | - | - | - | 2,163,060 |
| Dunes Phase 3 (Entitled) | MAR | 32 | - | - | - | - | - | - | - | - | - | - | - | - |
| Seaside Resort (Entitled) | SEA | 32 | - | - | - | - | 1,811,700 | - | - | - | - | - | - | 1,811,700 |
| Seaside Resort TS (Entitled) | SEA | 32 | - | 373,320 | - | - | - | - | - | - | - | - | - | 373,320 |
| Campus Town / Surplus II (Planned) | SEA | 32 | - | - | - | - | - | - | - | - | - | - | - | - |
| Campus Town /26 Acre (Planned) | SEA | 32 | - | 1,647,000 | - | - | - | - | - | - | - | - | - | 1,647,000 |
| Main Gate | SEA | 32 | - | 1,921,500 | - | - | - | - | - | - | - | - | - | 1,921,500 |
| Seaside East (Planned) | SEA | 32 | - | - | - | - | - | - | - | - | - | - | - | - |
| UC (Planned) | UC | 32 | - | - | - | - | - | - | - | - | - | - | - | - |
| ***Total Hotel Rooms*** | | | **-** | **3,941,820** | **-** | **2,163,060** | **1,811,700** | **-** | **3,019,500** | **-** | **-** | **-** | **-** | **10,936,080** |
| ***CFD Special tax per Hotel Room*** | $ | ***5,490*** | *-* | *3,941,820* | *-* | *2,163,060* | *1,811,700* | *-* | *3,019,500* | *-* | *-* | *-* | *-* | ***$ 10,936,080*** |
| Sub Total | | | $ 10,734,756 | 15,158,813 | 21,147,724 | 23,127,110 | 18,663,425 | 14,000,215 | 13,457,487 | 11,100,511 | 9,011,286 | 7,287,816 | 1,994,301 | |
| **TOTAL CFD** | | | | | | | | | | | | | | **$ 145,683,444** |

# TABLE 5: LAND SALES REVENUE

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

**Estimated Land Sales**

| Parcel | Acres | Land Use Location & Description | Basis of Value | Forecasated Sale | 2018-19 | 19-20 | 20-21 | 21-22 | 22-23 | 23-24 | 24-25 | 25-26 | 26-27 | 27-28 | 28-29 | Forecast Total |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 171000 | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| | | **Monterey County** | | | $ - | - | - | - | - | - | - | - | - | - | - | $ - |
| E8a.1.2 | 21.22 | Ord Market | *per acre* | $ 3,628,620 | - | - | - | - | - | - | - | - | - | - | - | - |
| multiple | 152.93 | East Garrison 2 | *per acre* | 26,151,030 | - | - | - | - | - | - | - | - | - | - | - | - |
| multiple | 374.07 | Parker Flat Development | *per acre* | 63,965,970 | - | - | - | - | - | - | - | - | - | - | - | - |
| multiple | 12.00 | Travel Camp - Developable | *per acre* | 2,052,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| E11b.8 | 67.69 | Ammo Supply Point | *per acre* | 11,574,990 | | | | | | | | | | | | - |
| | | **Monterey City** | | | **-** | **8,918,813** | **-** | **15,855,667** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **24,774,480** |
| E29b.2 | 31.19 | Business Park/Recreation | *per acre* | 5,333,490 | - | 1,920,056 | - | 3,413,434 | - | - | - | - | - | - | - | 5,333,490 |
| E29b.3 | 27.71 | Business Park parcel | *per acre* | 4,738,410 | - | 1,705,828 | - | 3,032,582 | - | - | - | - | - | - | - | 4,738,410 |
| E29e | 9.45 | Open Space/Recreation | | | - | - | - | - | - | - | - | - | - | - | - | - |
| E29b.1 | 33.52 | Monterey -Ryan Ranch | *per acre* | 5,731,920 | - | 2,063,491 | - | 3,668,429 | - | - | - | - | - | - | - | 5,731,920 |
| L4.2 | 7.03 | Open Space/Recreation | | | - | - | - | - | - | - | - | - | - | - | - | - |
| L4.1 | 18.10 | Business Park/ Public Facility | *per acre* | 3,095,100 | - | 1,114,236 | - | 1,980,864 | - | - | - | - | - | - | - | 3,095,100 |
| E29.1 | 22.48 | Business Park parcel | *per acre* | 3,844,080 | - | 1,383,869 | - | 2,460,211 | - | - | - | - | - | - | - | 3,844,080 |
| E29.2 | 11.88 | Business Park parcel | *per acre* | 2,031,480 | - | 731,333 | - | 1,300,147 | - | - | - | - | - | - | - | 2,031,480 |
| | | **Marina** | | | **-** | **19,409,700** | **-** | **-** | **32,379,690** | **-** | **-** | **-** | **-** | **-** | **-** | **51,789,390** |
| multiple | | Dunes Phase II | *Contract* | 6,750,000 | - | 6,750,000 | - | - | | - | - | - | - | - | - | 6,750,000 |
| multiple | | Dunes Phase II Option | *Contract* | | - | - | - | - | - | - | - | - | - | - | - | - |
| multiple | | Dunes Phase III | *Contract* | 12,659,700 | - | 12,659,700 | - | - | - | - | - | - | - | - | - | 12,659,700 |
| E4.1.2.2 | 9.63 | Cypress Knolls | *Marina Est.* | 1,444,500 | - | - | - | - | 1,444,500 | - | - | - | - | - | - | 1,444,500 |
| E4.1.1 | 153.50 | Cypress Knolls | *Marina Est.* | 22,950,000 | - | - | - | - | 22,950,000 | - | - | - | - | - | - | 22,950,000 |
| E4.1.2.2 | 26.24 | Cypress Knolls | *Marina Est.* | 3,900,000 | - | - | - | - | 3,900,000 | - | - | - | - | - | - | 3,900,000 |
| E2c.4.2.1 | 13.39 | Stockade | *Marina Est.* | 2,289,690 | - | - | - | - | 2,289,690 | - | - | - | - | - | - | 2,289,690 |
| L35.2 | 1.71 | Stockade + | *per acre* | 292,410 | - | - | - | - | 292,410 | - | - | - | - | - | - | 292,410 |
| L2.2.1 | 2.11 | Stockade + | *per acre* | 360,810 | - | - | - | - | 360,810 | - | - | - | - | - | - | 360,810 |
| L2.2.2 | 4.54 | Stockade corner @ imjin | *per acre* | 776,340 | - | - | - | - | 776,340 | - | - | - | - | - | - | 776,340 |
| E2c.4.2.2 | 2.14 | Stockade + | *per acre* | 365,940 | - | - | - | - | 365,940 | - | - | - | - | - | - | 365,940 |
| | | **Seaside** | | | **-** | **22,634,310** | **14,365,864** | **-** | **-** | **-** | **-** | **-** | **32,394,719** | **32,394,719** | **25,195,892** | **126,985,504** |
| multiple | 86.01 | Surplus II | *Contract* | 18,000,000 | - | 9,129,597 | 8,870,403 | - | - | - | - | - | - | - | - | 18,000,000 |
| multiple | 89.27 | Main Gate | *per acre* | 15,265,170 | - | 9,769,709 | 5,495,461 | - | - | - | - | - | - | - | - | 15,265,170 |
| multiple | 563.24 | Seaside East | *per acre* | 89,985,330 | - | - | - | - | - | - | - | - | 32,394,719 | 32,394,719 | 25,195,892 | 89,985,330 |
| F2.3.2 | 26.00 | 26 Acre Parcel | *Seaside Est* | 3,735,004 | - | 3,735,004 | - | - | - | - | - | - | - | - | - | 3,735,004 |
| E18.1.3 | 40.00 | Barracks Parcel | *fixed* | 6,640,000 | - | - | - | - | - | - | - | - | - | - | - | - |
| | | **Del Rey Oaks** | | | **-** | **10,880,000** | **6,120,000** | **394,600** | **1,449,463** | **1,329,697** | **-** | **-** | **-** | **-** | **-** | **20,173,760** |
| E29a | 271.60 | 270 Acres (Parcels A-D) | *Contract* | 17,000,000 | - | 10,880,000 | 6,120,000 | - | - | - | - | - | - | - | - | 17,000,000 |
| E36 | 6.41 | Development Parcel E36 | *per acre* | 1,096,110 | - | - | - | 394,600 | 701,510 | - | - | - | - | - | - | 1,096,110 |
| E31a | 4.89 | Development w/ Reserve | *per acre* | 836,190 | - | - | - | - | 301,028 | 535,162 | - | - | - | - | - | 836,190 |
| E31b | 3.34 | Development w/ Reserve | *per acre* | 571,140 | - | - | - | - | 205,610 | 365,530 | - | - | - | - | - | 571,140 |
| E31c | 3.92 | Development w/ Reserve | *per acre* | $ 670,320 | - | - | - | - | 241,315 | 429,005 | - | - | - | - | - | 670,320 |
| | | **CSUMB** | | | - | - | - | - | - | - | - | - | - | - | - | - |
| | | **UC MBEST** | | | $ - | - | - | - | - | - | - | - | - | - | - | $ - |
| | | Lump Sum Sale Forecast - Sub-total | | | $ - | 61,842,823 | 20,485,864 | 16,250,267 | 33,829,153 | 1,329,697 | - | - | 32,394,719 | 32,394,719 | 25,195,892 | 223,723,134 |
| | | **FORA Share (50% of Lump Sum Sales)** | | | **$ -** | **30,921,411** | **10,242,932** | **8,125,134** | **16,914,577** | **664,849** | **-** | **-** | **16,197,360** | **16,197,360** | **12,597,946** | **$ 111,861,567** |

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

**Residential Annual Land Use Construction** *(dwelling units)*

| | | | FORECAST YEAR | | Post FORA | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Land Use Location & Description** | **Juris-diction** | **Built To Date** | **2018-19** | **19-20** | **20-21** | **21-22** | **22-23** | **23-24** | **24-25** | **25-26** | **26-27** | **27-28** | **28-29** | **Forecast** | **Forecast + Built** |
| **NEW RESIDENTIAL** | ****6,160 unit cap on new residential until 18,000 new jobs on Fort Ord per BRP 3.11.5.4 (b) 2) & 3.11.5.4 (c)** | | | | | | | | | | | | | | |
| ***Marina*** | | | | | | | | | | | | | | | |
| Seahaven A (Entitled) | MAR | - | - | 113 | 120 | 120 | 120 | 120 | 120 | 89 | - | | | 802 | 802 |
| Dunes Phase 1 (Entitled) | MAR | 390 | 72 | 115 | - | - | - | - | - | - | - | - | - | 187 | 577 |
| Dunes Phase 2 (Entitled) | MAR | - | | | 90 | 45 | 45 | 45 | | | | | | 225 | 225 |
| Dunes Phase 3 (Entitled) | MAR | - | | | | 45 | 45 | 45 | 90 | 90 | 90 | 30 | | 435 | 435 |
| Cypress Knolls (Entitled) | MAR | - | | | 100 | 100 | 100 | 100 | 100 | 100 | 56 | 56 | | 712 | 712 |
| TAMC (Planned) | MAR | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| ***Seaside*** | | | | | | | | | | | | | | - | |
| Seaside Resort (Entitled) | SEA | 3 | 4 | 12 | 36 | 36 | 34 | - | - | - | - | - | - | 122 | 125 |
| Surplus II (Planned) | | | - | - | 10 | 100 | 100 | 28 | - | - | - | - | - | 238 | 238 |
| 26 Acre Parcel (Planned) | | | - | 10 | 100 | 40 | - | - | - | - | - | - | - | 150 | 150 |
| Main Gate (Planned) | | | - | 10 | 100 | 35 | - | - | - | - | - | - | - | 145 | 145 |
| Nurses Barracks (Planned) | | | - | 40 | - | - | - | - | - | - | - | - | - | 40 | 40 |
| Seaside East (Planned) | SEA | - | - | - | - | - | - | 10 | 50 | 50 | 100 | 100 | - | 310 | 310 |
| ***Other*** | | | | | | | | | | | | | | - | |
| East Garrison I (Entitled) | MCO | 749 | 120 | 120 | 120 | 120 | 120 | 121 | - | | | | | 721 | 1,470 |
| Del Rey Oaks (Planned) | DRO | - | - | - | 20 | 60 | 60 | 60 | 60 | 120 | 120 | 110 | 81 | 691 | 691 |
| UC Blanco Triangle (Planned) | UC | - | - | - | 110 | 110 | 20 | - | - | - | - | - | - | 240 | 240 |
| Other Residential (Planned) | Various | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **TOTAL NEW RESIDENTIAL** | | **1,142** | **196** | **420** | **806** | **811** | **644** | **529** | **420** | **449** | **366** | **296** | **81** | **5,018** | **6160**** |
| **EXISTING/REPLACEMENT RESIDENTIAL** | | | | | | | | | | | | | | | |
| Preston Park (Entitled) | MAR | 352 | - | - | - | - | - | - | - | - | - | - | - | - | 352 |
| Seahaven (Entitled) | MAR | 121 | 120 | 7 | | | | | | | | | | 127 | 248 |
| 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 | 380 | - | - | - | - | - | - | - | - | - | - | - | - | 380 |
| **TOTAL EXISTING/REPLACE** | | **1,686** | **120** | **7** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **127** | **1,813** |
| | | | | | | | | | | | | | | | |
| **CSUMB (Planned)** | | | - | - | - | | | | | | | | | - | - |
| | | **2,828** | **316** | **427** | **806** | **811** | **644** | **529** | **420** | **449** | **366** | **296** | **81** | **5,145** | **7,973** |

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

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

| Land Use Location & Description | Juris-diction | Land Transfer Type | Built To Date | FORECAST YEAR 2018-19 | 19-20 | 20-21 | 21-22 | 22-23 | 23-24 | Post FORA 24-25 | 25-26 | 26-27 | 27-28 | 28-29 | Forecast | Forecast + Built |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **NON-RESIDENTIAL** | | | | | | | | | | | | | | | | |
| ***Office*** | | | | | | | | | | | | | | | | |
| Del Rey Oaks RV Park (Entitled) | DRO | EDC | - | - | 200,000 | 200,000 | - | - | - | - | - | - | - | - | 400,000 | 400,000 |
| Del Rey Oaks RV Park (Planned) | DRO | EDC | | | | | | | | | | | | | | |
| Monterey (Planned) | MRY | EDC | - | | | 120,552 | 120,552 | 120,552 | 179,934 | 179,934 | | | | | 721,524 | 721,524 |
| East Garrison I (Entitled) | MCO | | - | - | 24,000 | 24,000 | 20,000 | - | - | - | - | - | - | - | 68,000 | 68,000 |
| Dunes Phase 1 (Entitled) | MAR | | 203,000 | - | 23,000 | 23,000 | 23,000 | - | - | - | - | - | - | - | 69,000 | 272,000 |
| Dunes Phase 2 (Entitled) | MAR | | | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 3 (Entitled) | MAR | | - | | | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | | | | 450,000 | 450,000 |
| Interim Inc. (Entitled) | MAR | | 14,000 | - | - | - | - | - | - | - | - | - | - | - | - | 14,000 |
| Marina (Planned) | MAR | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| TAMC (Planned) | MAR | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Campus Town / Surplus II (Planned) | SEA | | | - | - | - | 5,000 | 5,000 | - | - | - | - | - | - | 10,000 | |
| Campus Town /26 Acre (Planned) | SEA | | | - | - | - | 5,000 | 5,000 | - | - | - | - | - | - | 10,000 | |
| Seaside East (Planned) | SEA | | 14,900 | - | - | - | 10,000 | 10,000 | 10,000 | - | - | - | - | - | 30,000 | 44,900 |
| UC (Planned) | UC | EDC | - | - | 60,000 | 80,000 | 180,000 | 180,000 | 180,000 | - | - | - | - | - | 680,000 | 680,000 |
| ***Total Office*** | | | **259,900** | **-** | **307,000** | **522,552** | **438,552** | **395,552** | **444,934** | **254,934** | **75,000** | **-** | **-** | **-** | **2,438,524** | ***2,678,424*** |
| ***Industrial*** | | | | | | | | | | | | | | | | |
| Monterey (Planned) | MRY | EDC | - | | | | | 72,092 | 72,092 | 72,092 | | | | | 216,276 | 216,276 |
| Marina CY (Entitled) | MAR | EDC | 12,300 | - | - | - | - | - | - | - | - | - | - | - | - | 12,300 |
| Dunes Phase 1 (Entitled) | MAR | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 2 (Entitled) | MAR | | | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 3 (Entitled) | MAR | | - | | | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | | | | 450,000 | 450,000 |
| Marina Airport (Entitled) | MAR | PBC | 250,000 | - | - | - | - | - | - | - | - | - | - | - | - | 250,000 |
| TAMC (Planned) | MAR | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Campus Town / Surplus II (Planned) | SEA | | | - | - | 40,000 | - | - | - | - | - | - | - | - | 40,000 | 40,000 |
| Campus Town /26 Acre (Planned) | SEA | | | - | - | 30,000 | - | - | - | - | - | - | - | - | 30,000 | |
| Seaside East (Planned) | SEA | | 14,900 | - | - | - | 10,000 | 10,000 | 10,000 | - | - | - | - | - | 30,000 | 44,900 |
| UC (Planned) | UC | EDC | 38,000 | - | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | - | - | - | - | - | 100,000 | 138,000 |
| ***Total Industrial*** | | | ***330,100*** | **-** | ***20,000*** | ***165,000*** | ***105,000*** | ***177,092*** | ***177,092*** | ***147,092*** | ***75,000*** | **-** | **-** | **-** | ***866,276*** | ***1,151,476*** |
| ***Retail*** | | | | | | | | | | | | | | | | |
| Del Rey Oaks (Planned) | DRO | EDC | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| East Garrison I (Entitled) | MCO | | - | - | 12,000 | 12,000 | 10,000 | - | - | - | - | - | - | - | 34,000 | 34,000 |
| Dunes Phase 1 (Entitled) | MAR | | 418,000 | | 20,000 | 20,000 | 20,000 | 20,000 | | | | | | | 80,000 | 498,000 |
| Dunes Phase 2 (Entitled) | | | | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Dunes Phase 3 (Entitled) | MAR | | | - | - | - | - | - | - | - | - | - | - | - | - | - |
| TAMC (Planned) | MAR | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Seaside Resort (Entitled) | SEA | | - | - | - | - | - | 10,000 | - | - | - | - | - | - | 10,000 | 10,000 |
| Campus Town / Surplus II (Planned) | SEA | | | - | 10,000 | 40,000 | - | - | - | - | - | - | - | - | 50,000 | 50,000 |
| Campus Town /26 Acre (Planned) | SEA | | | - | 10,000 | 30,000 | - | - | - | - | - | - | - | - | 40,000 | 40,000 |
| Main Gate | SEA | | | - | 25,000 | 25,000 | 25,000 | 25,000 | 50,000 | | | | | | 150,000 | 150,000 |
| Seaside East (Planned) | SEA | | - | - | - | - | 10,000 | 10,000 | 10,000 | - | - | - | - | - | 30,000 | 30,000 |
| UC (Planned) | UC | | - | - | - | 62,500 | 82,500 | 82,500 | 82,500 | - | - | - | - | - | 310,000 | 310,000 |
| ***Total Retail*** | | | ***418,000*** | **-** | ***77,000*** | ***189,500*** | ***147,500*** | ***147,500*** | ***142,500*** | **-** | **-** | **-** | **-** | **-** | ***704,000*** | ***1,122,000*** |
| **TOTAL SF NON-RESIDENTIAL** | | | **1,008,000** | **-** | **404,000** | **877,052** | **691,052** | **720,144** | **764,526** | **402,026** | **150,000** | **-** | **-** | **-** | **4,008,800** | **4,951,900** |
| **HOTEL ROOMS** | | | | | | | | | | | | | | | | |
| ***Hotel (rooms)*** | | | | | | | | | | | | | | | | |
| Del Rey Oaks RV Park (Planned) | DRO | EDC | - | - | - | - | - | - | - | 550 | - | - | - | - | 550 | 550 |
| Dunes Phase 1 (Entitled) | MAR | | 108 | - | - | - | - | - | - | - | - | - | - | - | - | 108 |
| Dunes Phase 2 (Entitled) | MAR | | - | - | - | - | 394 | - | - | - | - | - | - | - | 394 | 394 |
| Dunes Phase 3 (Entitled) | MAR | | | | | | | | | | | | | | - | |
| Seaside Resort (Entitled) | SEA | Sale | - | - | - | - | - | 330 | - | - | - | - | - | - | 330 | 330 |
| Seaside Resort TS (Entitled) | SEA | Sale | - | - | 68 | - | - | - | - | - | - | - | - | - | 68 | 68 |
| Campus Town / Surplus II (Planned) | SEA | | | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Campus Town /26 Acre (Planned) | SEA | | | - | 300 | - | - | - | - | - | - | - | - | - | 300 | 300 |
| Main Gate | SEA | | | - | 350 | - | - | - | - | - | - | - | - | - | 350 | 350 |
| Seaside East (Planned) | SEA | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| UC (Planned) | UC | EDC | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **TOTAL HOTEL ROOMS** | | | **108** | **-** | **718** | **-** | **394** | **330** | **-** | **550** | **-** | **-** | **-** | **-** | **1,992** | **2,100** |

# TABLE 8: FY 2018-2019 Property Tax Estimate

**Estimated Property Taxes**

| Location & Description | Per Acre Assumption | 1<br>2018-19 | 2<br>2019-20 | 3<br>2020-21 | 4<br>2021-22 | 5<br>2022-23 | 6<br>2023-24 | 7<br>2024-25 | 8<br>2025-26 | 9<br>2026-27 | 10<br>2027-28 | 2028-29 | Forecast |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Office* | $ 223 | $ - | *68,553,100* | *116,685,862* | *97,928,662* | *88,326,762* | *99,353,762* | *56,926,762* | *16,747,500* | - | - | - | $ *544,522,409* |
| *Industrial* | 91 | $ - | *1,827,000* | *15,072,750* | *9,591,750* | *16,177,354* | *16,177,354* | *13,436,854* | *6,851,250* | - | - | - | *79,134,313* |
| *Retail* | 91 | $ - | *7,033,950* | *17,310,825* | *13,474,125* | *13,474,125* | *13,017,375* | - | - | - | - | - | *64,310,400* |
| NON-RESIDENTIAL | | $ - | 77,414,050 | 149,069,437 | 120,994,537 | 117,978,241 | 128,548,491 | 70,363,616 | 23,598,750 | - | - | - | 687,967,122 |
| HOTEL ROOMS | 164,430 | $ - | 118,060,740 | - | 64,785,420 | 54,261,900 | - | 90,436,500 | - | - | - | - | 327,544,560 |
| NEW RESIDENTIAL | 540,995 | $ 106,035,020 | 227,217,900 | 436,041,970 | 438,746,945 | 348,400,780 | 286,186,355 | 227,217,900 | 242,906,755 | 198,004,170 | 160,134,520 | 43,820,595 | 2,670,892,315 |
| EXISTING/REPLACE RES | 540,995 | $ 64,919,400 | 3,786,965 | - | - | - | - | - | - | - | - | - | 68,706,365 |
| CSUMB RESIDENTIAL | | - | - | - | - | - | - | - | - | - | - | - | $ - |
| **TOTAL** | | **366,429,210** | **380,074,302** | **621,821,927** | **610,987,086** | **476,949,271** | **446,986,471** | **250,816,650** | **242,906,755** | **198,004,170** | **$ 160,134,520** | | **$ 3,755,110,362** |

| FORA PROJECTION 18/19 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2% Max Property Value Escalation - Proposition 13 | 373,757,794 | 395,429,303 | 659,882,403 | 661,352,071 | 526,590,535 | 503,379,366 | 288,109,491 | 284,603,978 | 236,633,312 | $ 195,203,086 | $ - | |
| Discount Cash Flow - Bond Buyers Index | 357,834,173 | 362,453,219 | 579,083,532 | 555,646,957 | 423,575,495 | 387,654,423 | 212,421,492 | 200,896,982 | 159,918,933 | 126,299,676 | - | |
| Net Cash Inflow (CUM) including previous years | 1,413,620,087 | 1,776,073,306 | 2,355,156,837 | 2,910,803,795 | 3,334,379,290 | 3,722,033,713 | 3,934,455,205 | 4,135,352,186 | 4,295,271,119 | 4,421,570,796 | 4,421,570,796 | |
| Net Present Value | 1,413,620,087 | 1,776,073,306 | 2,402,259,974 | 3,028,400,268 | 3,538,469,977 | 4,028,848,991 | 4,343,956,462 | 4,657,078,223 | 4,933,916,374 | 5,180,574,901 | 5,284,186,399 | |
| Property Tax assessment 1% | 14,136,201 | 17,760,733 | 24,022,600 | 30,284,003 | 35,384,700 | 40,288,490 | 43,439,565 | 46,570,782 | 49,339,164 | 51,805,749 | 52,841,864 | |
| Less housing set aside (20%) | (2,827,240) | (3,552,147) | (4,804,520) | (6,056,801) | (7,076,940) | (8,057,698) | (8,687,913) | (9,314,156) | (9,867,833) | (10,361,150) | (10,568,373) | |
| Property Tax net of housing set aside | 11,308,961 | 14,208,586 | 19,218,080 | 24,227,202 | 28,307,760 | 32,230,792 | 34,751,652 | 37,256,626 | 39,471,331 | 41,444,599 | 42,273,491 | |
| Tier 1 | (1,527,210) | (1,918,787) | (2,595,290) | (3,271,743) | (3,822,799) | (4,352,582) | (4,693,009) | (5,031,291) | (5,330,374) | (5,596,853) | (5,708,790) | |
| Tier 2 | (1,282,856) | (1,611,781) | (2,180,043) | (2,748,264) | (3,211,150) | (3,656,168) | (3,942,127) | (4,226,284) | (4,477,513) | (4,701,355) | (4,795,382) | |
| Tier 3 | - | - | - | - | - | - | - | - | - | - | - | |
| Annual net property tax | 8,498,895 | 10,678,018 | 14,442,746 | 18,207,195 | 21,273,811 | 24,222,043 | 26,116,516 | 27,999,051 | 29,663,443 | 31,146,391 | 31,769,319 | |
| FORA Property Tax (35%) | 2,974,613 | 3,737,306 | 5,054,961 | 6,372,518 | 7,445,834 | 8,477,715 | 9,140,781 | 9,799,668 | 10,382,205 | 10,901,237 | 11,119,262 | |
| Forecast Estimate - 90% of Property Tax | 2,677,152 | 3,363,576 | 4,549,465 | 5,735,267 | 6,701,250 | 7,629,943 | 8,226,703 | 8,819,701 | 9,343,985 | 9,811,113 | 10,007,336 | |
| Operating Costs | (1,300,000) | (1,300,000) | (1,300,000) | (1,300,000) | (1,300,000) | (1,300,000) | (1,300,000) | (1,300,000) | (1,300,000) | $ (1,300,000) | $ (1,300,000) | |
| **Property Tax Transfer to CIP** | **1,674,613** | **2,437,306** | **3,754,961** | **5,072,518** | **6,145,834** | **7,177,715** | **7,840,781** | **8,499,668** | **9,082,205** | **$ 9,601,237** | **$ 9,819,262** | |

## Appendices

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

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

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

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

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

**Evidence Based Prioritization**

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

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

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

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

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

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

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

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

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

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

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

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

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

Use this scale to rate the likeliness of completion:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**g) Supports jurisdictions "flagship" project**

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

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

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

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

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

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

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

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

2) Under this Protocol, The Administrative Committee is to provide a mid-year and/or yearly report to the Board (at mid-year budget and/or annual budget meetings) that will include any recommendations for CIP modifications from the joint committee and staff.

3) Anticipate FORA Board annual approval of a CIP program that comprehensively accounts for all obligatory projects under the BRP.

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

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

The Fee was established in February 1999 by Resolution 99-1. Section 1 of that Resolution states that "(FORA) shall levy a development fee in the amounts listed for each type of development in the… fee schedule until such time as … the schedule is amended by (the) board." The CFD Tax was established in February 2002 by Resolution 02-1. Section IV of that CFD Resolution, beginning on page B-4, describes "Maximum Special Tax Rates" and "Increase in the Maximum Special Tax Rates." That section requires the Tax to be established on the basis of costs during the "…immediately preceding Fiscal Year..." The Tax is adjusted annually on the basis of "…Construction Cost Index applicable to the area in which the District is located…"1

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

Additionally, the Notice calls for "… (2) percentage change since the immediately preceding fiscal year in the (ENRs CCI) applicable to the area in which the District is located..." To assure adequate time for staff analysis, public debate, and FORA Board review of modifications to the Special Tax Levy, it is prudent to begin in January. In addition, the FORA Board adopted a formulaic approach to monitoring the developer fee program which is typically conducted in the spring – as will be the case in 2019. If the anticipated Fee adjustment is unknown at the time of the formulaic calculation then the level of certainty about the appropriateness of the Fee is impaired. This factor supports that the Fee should be established in January.

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

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

## Appendix B: Building Removal Program to Date

1996 FORA Pilot Deconstruction Project (PDP)

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

1997 FORA Survey for Hidden Asbestos

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

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

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

1999 FORA Lead-Based Paint Remediation Demonstration Project

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

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

2001 FORA Waste Characterization Protocol

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

2002 FORA Building Removal for 12th Street/Imjin Parkway

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

2003 FORA Building Removal for 2nd Avenue Widening

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

2004 FORA/CSUMB oversight Private Material Recovery Facility Project

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

2005 The Dunes WWII Building Removal

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

2006 - 2007 East Garrison Building Removal

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

2007 Imjin Office Park Building Removal

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

2011 FORA Removal of Building 4470 in Seaside

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

2011 FORA/CSUMB Korean War Concrete Building Removal Grant Application

In 2011, FORA approached the U.S. Office of Economic Adjustment (OEA) about the possibility of applying for grant funds to assist in the removal of Korean War era concrete buildings located on CSUMB Campus and Seaside Surplus II property. The OEA was receptive to the idea and encouraged a grant application. After multiple applications, OEA did not fund the grant application. In 2015 FORA determined to work directly with Seaside to address the Seaside Surplus II Korean Era cement buildings without OEA assistance.

2003 – 2013 Continuing FORA support for CSUMB Building Removal Projects

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

2015 FORA/Seaside Surplus II Korean War Concrete Building Removal

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

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

2016 Marina Stockade Removal

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

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

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

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

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

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

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

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

1) Costs must be described using the Caretaker Costs Worksheet (**Exhibit A**) and submitted to FORA by August 31 (1st deadline) and October 31 (2nd deadline) of each year;

2) FORA staff must provide a written response within 30 days denying or authorizing, in part or in whole, the Caretaker Costs Worksheet in advance of the expenditure. FORA may request additional information from the member jurisdiction within 15 days of receiving the Caretaker Costs Worksheet. FORA shall provide reasons for caretaker costs reimbursement denial in its written response;

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

4) FORA staff must verify completion of caretaker costs work items through site visits prior to work initiation and after work completion.

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

Exhibit A

# FORT ORD REUSE AUTHORITY CARETAKER COST WORKSHEET

**Date:** ___________________________ **Jurisdiction:** ____________________________________

Point of Contact: __________________________ Contact number/email: ______________________________

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

1. **Is the property where the Caretaker Costs are planned owned by the jurisdiction?**
    - o Yes
    - o No
2. **What is/are the Army Corps of Engineers parcel number(s)?** ______________________________
3. **Check all Caretaker Cost work item categories that apply to the current request:**
    - o Tree trimming
    - o Mowing
    - o Pavement patching
    - o Centerline/stenciling
    - o Barricades
    - o Traffic signs
    - o Catch basins/storm drain maintenance
    - o Barriers to vacant buildings
    - o Vegetation control/spraying
    - o Paving/slurry seal
    - o Administration (up to 10% of total costs)
    - o Other: ______________________________________________________________________________
4. **Provide a specific description of the proposed Caretaker Cost work:**

    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________

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

    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________

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

    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________________________________________________
    ______________________________________________

**Marina Coast Water District**
**Five-Year CIP**

| CIP No. | PROJECT DESCRIPTION | FY 2017-18 Estimated | FY 2018-19 Proposed | FY 2019-20 Proposed | FY 2020-21 Proposed | FY 2021-22 Proposed | FY 2022-23 Proposed | OUT YEARS | TOTAL | CATEGORY |
|---|---|---|---|---|---|---|---|---|---|---|
| OW-0000 | **Ord Water** | | | | | | | | | |
| OW-0206 | Inter-Garrison Road Pipeline Up-Sizing | $50,000 | $600,000 | $0 | $0 | $0 | $0 | $0 | $650,000 | M |
| OW-0193 | Imjin Parkway Pipeline, Reservation Rd to Abrams Drive | $51,000 | $51,000 | $800,000 | $0 | $0 | $0 | $0 | $902,000 | E |
| OW-0202 | South Boundary Road Pipeline | $0 | $205,000 | $1,300,000 | $0 | $0 | $0 | $0 | $1,505,000 | M |
| OW-0201 | Gigling Transmission from D Booster to JM Blvd | $0 | $125,000 | $0 | $400,000 | $0 | $0 | $0 | $525,000 | E |
| OW-0230 | Wellfield Main 2B -Well 31 to Well 34 | $0 | $0 | $170,000 | $0 | $200,000 | $540,000 | $0 | $910,000 | E |
| OW-0127 | CSUMB Pipeline Up-Sizing -Commercial Fireflow | $0 | $0 | $100,000 | $0 | $100,000 | $0 | $150,000 | $350,000 | E |
| OW-0203 | 7th Avenue and Gigling Rd | $0 | $0 | $70,000 | $0 | $200,000 | $0 | $0 | $270,000 | E |
| OW-0129 | Rehabilitate Well 31 | $0 | $0 | $0 | $1,710,000 | $0 | $0 | $0 | $1,710,000 | E |
| OW-0211 | D-Zone pipeline in Eastside Parkway Alignment | $0 | $0 | $0 | $0 | $420,000 | $2,500,000 | $0 | $2,920,000 | M |
| OW-0209 | Pipeline Up-Sizing -between Dunes & MainGate | $0 | $0 | $0 | $0 | $0 | $300,000 | $0 | $300,000 | M |
| OW-0210 | Sand Tank Demolition | $0 | $0 | $0 | $0 | $0 | $540,000 | $0 | $540,000 | E |
| OW-0122 | Replace D & E Reservoir Off-Site Piping | $0 | $0 | $0 | $0 | $0 | $0 | $1,100,000 | $1,100,000 | E |
| OW-0167 | 2nd Ave extension to Gigling Rd | $0 | $0 | $0 | $0 | $0 | $0 | $275,000 | $275,000 | E |
| OW-0118 | B4" Zone Tank @ East Garrison " | $0 | $0 | $0 | $0 | $0 | $0 | $3,100,000 | $3,100,000 | S |
| OW-0212 | Reservoir D2" + D-BPS Up-Size " | $0 | $0 | $0 | $0 | $0 | $0 | $4,000,000 | $4,000,000 | E |
| OW-0208 | Pipeline Up-Sizing -to Stockade | $0 | $0 | $0 | $0 | $0 | $0 | $710,000 | $710,000 | S |
| OW-0204 | 2nd Ave Connection, Reindollar to Imjin Pkwy | $0 | $0 | $0 | $0 | $0 | $0 | $1,215,000 | $1,215,000 | E |
| OW-0214 | Imjin Road, 8th St. to Imjin Pkwy | $0 | $0 | $0 | $0 | $0 | $0 | $1,100,000 | $1,100,000 | E |
| OW-0121 | C2" to "B4" Pipeline and PRV Station " | $0 | $0 | $0 | $0 | $0 | $0 | $1,410,000 | $1,410,000 | S |
| OW-0171 | Eucalyptus Rd Pipeline | $0 | $0 | $0 | $0 | $0 | $0 | $2,350,000 | $2,350,000 | M |
| OW-0213 | Reservoir B4/B5 to East Garrison Pipeline | $0 | $0 | $0 | $0 | $0 | $0 | $260,000 | $260,000 | S |
| OW-0216 | UCMBEST Pipeline | $0 | $0 | $0 | $0 | $0 | $0 | $762,500 | $762,500 | S |
| OW-0217 | Reservation Road, Imjin to MBEST Drive | $0 | $0 | $0 | $0 | $0 | $0 | $727,000 | $727,000 | M |
| OW-0218 | Golf Boulevard Transmission Line | $0 | $0 | $0 | $0 | $0 | $0 | $1,100,000 | $1,100,000 | M |
| OW-0219 | B5" Zone Tank @ East Garrison " & Pipeline | $0 | $0 | $0 | $0 | $0 | $0 | $3,600,000 | $3,600,000 | S |
| OW-0231 | Wellfield Main 3A -Intergarrison to ASP Bldg | $0 | $0 | $0 | $0 | $0 | $0 | $3,550,000 | $3,550,000 | E |
| OW-0232A | Install Well 36 -Retire Well 29 | $0 | $0 | $0 | $0 | $0 | $0 | $3,000,000 | $3,000,000 | E |
| OW-0232B | Wellfield Main 1B -between Wells 36 and 35 | $0 | $0 | $0 | $0 | $0 | $0 | $3,200,000 | $3,200,000 | E |
| OW-0233 | Wellfield Main 1C (Parallel) Well 36 to ASP Bldg | $0 | $0 | $0 | $0 | $0 | $0 | $3,750,000 | $3,750,000 | M |
| OW-0234 | B-BPS at ASP Bldg | $0 | $0 | $0 | $0 | $0 | $0 | $1,355,000 | $1,355,000 | M |
| OW-0235 | Ord Well-head Disinfection | $0 | $0 | $0 | $0 | $0 | $0 | $2,750,000 | $2,750,000 | M |

Marina Coast Water District
Five-Year CIP

| CIP No. | PROJECT DESCRIPTION | FY 2017-18 Estimated | FY 2018-19 Proposed | FY 2019-20 Proposed | FY 2020-21 Proposed | FY 2021-22 Proposed | FY 2022-23 Proposed | OUT YEARS | TOTAL | CATEGORY |
|---|---|---|---|---|---|---|---|---|---|---|
| OS-0000 | **Ord Sewer** | | | | | | | | | |
| OS-0147 | Ord Village Sewer Pipeline & Lift Station Impr Project | $30,000 | $690,000 | $0 | $0 | $0 | $0 | $0 | $720,000 | E |
| OS-0205 | Imjin LS & Force Main Improvements-Phase 1 | $25,000 | $675,000 | $0 | $0 | $0 | $0 | $0 | $700,000 | M |
| Os-0240 | 5th Street Sewer Replacement | $90,822 | $0 | $0 | $0 | $0 | $0 | $0 | $90,822 | E |
| OS-0152 | Hatten, Booker, Neeson LS Improvements Project | $0 | $525,000 | $0 | $0 | $0 | $0 | $400,000 | $925,000 | E |
| OS-0203 | Gigling LS and FM Improvements | $18,941 | $0 | $2,125,000 | $0 | $0 | $0 | $0 | $2,143,941 | E |
| OS-0153 | Misc. Lift Station Improvements | $0 | $0 | $561,000 | $929,000 | $0 | $0 | $0 | $1,490,000 | E |
| OS-0154 | Del Rey Oaks-Collection System Planning | $0 | $0 | $70,000 | $0 | $0 | $0 | $0 | $70,000 | S |
| OS-0202 | SCSD Sewer Improvements-DRO | $0 | $0 | $502,454 | $0 | $0 | $0 | $1,537,510 | $2,039,964 | S |
| OS-0209 | Imjin LS & Force Main Improvements-Phase 2 | $0 | $0 | $0 | $1,500,000 | $0 | $0 | $0 | $1,500,000 | E |
| OS-0204 | CSUMB Developments | $0 | $0 | $0 | $625,000 | $0 | $0 | $0 | $625,000 | S |
| OS-0207 | Seaside Resort Sewer Imps. Project | $0 | $0 | $0 | $0 | $330,000 | $0 | $0 | $330,000 | S |
| OS-0149 | Dunes Sewer Pipeline Replacement Projects | $0 | $0 | $0 | $0 | $465,000 | $0 | $0 | $465,000 | M |
| OS-0208 | Parker Flats Collection System | $0 | $0 | $0 | $0 | $0 | $105,000 | $0 | $105,000 | M |
| OS-0151 | Cypress Knolls Sewer Pipeline Improvements Project | $0 | $0 | $0 | $0 | $0 | $100,000 | $0 | $100,000 | S |
| OS-0215 | Demolish Ord Main Garrison WWTP | $0 | $0 | $0 | $0 | $0 | $1,625,000 | $0 | $1,625,000 | E |
| OS-0148 | Marina Heights Sewer Pipeline Improvements Project | $0 | $0 | $0 | $0 | $0 | $830,000 | $0 | $830,000 | M |
| OS-0150 | East Garrison Lift Station Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $550,000 | $550,000 | E |
| OS-0206 | Fitch Park Sewer Improvements | $0 | $0 | $0 | $0 | $0 | $0 | $127,071 | $127,071 | S |
| OS-0210 | 1st Ave Sewer Pipeline Replacement Project | $0 | $0 | $0 | $0 | $0 | $0 | $410,000 | $410,000 | M |
| OS-0211 | Gen'l Jim Moore Sewer Pipeline Replacement Project | $0 | $0 | $0 | $0 | $0 | $0 | $50,000 | $50,000 | M |
| OS-0212 | Gen'l Jim Moore Sewer Pipeline Replacement Project III | $0 | $0 | $0 | $0 | $0 | $0 | $185,000 | $185,000 | M |
| OS-0214 | Intergarrison/8th Ave SS (for Eastside Pkwy developments) | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | M |
| OS-0213 | MRWPCA Buy-In | $0 | $0 | $0 | $0 | $0 | $0 | $11,100,000 | $11,100,000 | M |
| OS-0216 | SCSD Sewer Improvements-Seaside East | $0 | $0 | $0 | $0 | $0 | $0 | $6,500,000 | $6,500,000 | S |
| OS-0217 | SCSD Sewer Improvements-City of Monterey | $0 | $0 | $0 | $0 | $0 | $0 | $1,400,000 | $1,400,000 | S |

Category Legend

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

Marina Coast Water District
Five-Year CIP

| CIP No. | PROJECT DESCRIPTION | FY 2017-18 Estimated | FY 2018-19 Proposed | FY 2019-20 Proposed | FY 2020-21 Proposed | FY 2021-22 Proposed | FY 2022-23 Proposed | OUT YEARS | TOTAL | CATEGORY |
|---|---|---|---|---|---|---|---|---|---|---|
| | **General Water (32% Marina, 68% Ord)** | | | | | | | | | |
| GW-0112 | A1 & A2 Zone Tanks & B/C Booster Station - LandAcquisition Issue | $0 | $3,265,000 | $3,370,000 | $0 | $0 | $0 | $0 | $6,635,000 | M |
| GW-0123 | B2" Zone Tank @ CSUMB " | $0 | $0 | $0 | $1,230,000 | $1,185,000 | $0 | $0 | $2,415,000 | M |
| GW-0210 | Reservoir A3 (1.6 MG) | $0 | $0 | $0 | $0 | $0 | $0 | $3,470,000 | $3,470,000 | M |
| GW-0231 | Install Well 37 -Retire well 12 | $0 | $0 | $0 | $0 | $0 | $0 | $6,250,000 | $6,250,000 | EDS |
| GW-0232 | Install Well 38 -Retire well 10 | $0 | $0 | $0 | $0 | $0 | $0 | $6,250,000 | $6,250,000 | EDS |
| GW-0233 | A-BPS at ASP Bldg + Forebay Tank | $0 | $0 | $0 | $0 | $0 | $0 | $1,670,000 | $1,670,000 | EDS |
| GW-0234 | Install Well 39 -Retire Well 30 | $0 | $0 | $0 | $0 | $0 | $0 | $6,250,000 | $6,250,000 | EDS |
| GW-0235 | B-BPS Expansion and Transmission to A1/A2 Tanks | $0 | $0 | $0 | $0 | $0 | $0 | $13,100,000 | $13,100,000 | EDS |
| GW-0236 | Install Well 40 -Retire Well 11 | $0 | $0 | $0 | $0 | $0 | $0 | $6,250,000 | $6,250,000 | EDS |
| GW-0237 | Install Well 41 -Retire Well 31 | $0 | $0 | $0 | $0 | $0 | $0 | $6,250,000 | $6,250,000 | EDS |
| | **General Sewer (35% Marina, 65% Ord)** | | | | | | | | | |
| GS-0200 | Odor Control Project | $0 | $120,000 | $0 | $0 | $0 | $0 | $0 | $120,000 | E |
| GS-0201 | Del Monte/Reservation Road Sewer Main Improvements | $0 | $0 | $0 | $275,000 | $0 | $0 | $0 | $275,000 | E |
| | **Water District-Wide (25% MW, 7%MS, 54%OW, 14%OS)** | | | | | | | | | |
| WD-0106 | Corp Yard Demolition & Rehab | $50,000 | $520,000 | $0 | $500,000 | $3,000,000 | $0 | $2,000,000 | $6,070,000 | E |
| WD-0110 | Asset Management Program -Phase II | $0 | $0 | $0 | $250,000 | $0 | $0 | $0 | $250,000 | E |
| WD-0110A | Asset Management Program --Phase III | $0 | $0 | $0 | $0 | $0 | $250,000 | $0 | $250,000 | E |
| WD-0115A | SCADA System Improvements (Security + RD integration) | $0 | $0 | $0 | $0 | $0 | $0 | $410,000 | $410,000 | E |
| | **Water Augmentation** | | | | | | | | | |
| RW-0156 | RUWAP ATW - Normandy to MRWPCA | $5,513,218 | $5,000,000 | $0 | $0 | $0 | $0 | $0 | $10,513,218 | |
| | RUWAP - Distribution System | $200,000 | $5,000,000 | $6,239,582 | $0 | $0 | $0 | $0 | $11,439,582 | |