



# FORT ORD REUSE AUTHORITY

920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 | Fax: (831) 883-3675 | [www.fora.org](http://www.fora.org)

## JOINT WATER AND WASTEWATER OVERSIGHT COMMITTEE/ ADMINISTRATIVE COMMITTEE MEETING

8:15 a.m. Wednesday, July 30, 2014

920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933 (FORA Conference Room)

### AGENDA

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**
4. **PUBLIC COMMENT PERIOD**  
Individuals wishing to address the Committee on matters within its jurisdiction, but not on this agenda, may do so during this period for up to three minutes. Comments on specific agenda items are heard under that item.
5. **APPROVAL OF MEETING MINUTES**
  - a. July 2, 2014 Joint Admin/WWOC Meeting Minutes ACTION
  - b. July 16, 2014 Administrative Committee Meeting Minutes ACTION
6. **AUGUST 8, 2014 BOARD MEETING - AGENDA REVIEW** INFORMATION/ACTION
7. **BUSINESS ITEMS**
  - a. Habitat Conservation Plan Update INFORMATION
  - b. Regional Urban Design Guidelines Update - Scope of Work INFORMATION
  - c. Reassessment Report Categories 1-3 - Discuss INFORMATION
  - d. Revised Marina Coast Water District (MCWD) Policy Issues Memorandum INFORMATION/ACTION
  - e. Discuss FY 2014/15 WWOC Work Program/Role INFORMATION
8. **ITEMS FROM MEMBERS**
9. **ADJOURNMENT**

*Next Administrative Committee Meeting: August 13, 2014*

*New September Meeting Dates:*

*September 10, 2014*

*September 24, 2014*

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# FORT ORD REUSE AUTHORITY

## JOINT ADMINISTRATIVE COMMITTEE/

### WATER AND WASTEWATER OVERSIGHT COMMITTEE (WWOC) MEETING MINUTES

8:15 a.m., Wednesday, July 2, 2014 | FORA Conference Room

920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933

#### 1. **CALL TO ORDER**

Co-chair Houlemard called the meeting to order at 8:20 a.m. The following were present:

Dan Dawson, City of Del Rey Oaks\*  
Carl Holm, County of Monterey\*  
Elizabeth Caraker, City of Monterey\*  
Diana Ingersoll, City of Seaside \*  
Layne Long, City of Marina\*  
Vicki Nakamura, MPC  
Patrick Breen, MCWD  
Brian Lee, MCWD  
Lyle Shurtleff, BRAC  
Anya Spear, CSUMB  
Mike Zeller, TAMC

Tim O'Halloran, City of Seaside  
Rick Riedl, City of Seaside  
Dirk Medema, County of Monterey  
Kathleen Lee, Sup. Potter's Office  
Doug Yount, ADE  
Bob Schaffer  
Graham Bice, UC MBEST  
Chuck Lande, Marina Heights  
Wendy Elliott, MCP  
Sean Kranyak, MPP  
Ken Nishi

FORA Staff:  
Michael Houlemard  
Steve Endsley  
Jim Arnold  
Crissy Maras  
Stan Cook  
Josh Metz  
Lena Spilman

\*voting members

#### 2. **PLEDGE OF ALLEGIANCE**

Ken Nishi led the Pledge of Allegiance.

#### 3. **ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

None.

#### 4. **APPROVAL OF MEETING MINUTES**

##### a. **June 18, 2014 Administrative Committee minutes**

MOTION: Diana Ingersoll moved, seconded by Dan Dawson, to approve the minutes, as presented.

MOTION PASSED: unanimous

#### 5. **PUBLIC COMMENT PERIOD**

None.

#### 6. **JUNE 20, 2014 BOARD MEETING FOLLOW UP**

Co-Chair Houlemard reviewed items from the June 20<sup>th</sup> Board meeting, noting the recruitment for the Board approved Economic Development Specialist position would begin shortly.

#### 7. **JULY 11, 2014 BOARD MEETING AGENDA REVIEW**

Co-Chair Houlemard reviewed the revised July 11<sup>th</sup> Board meeting agenda. Associate Planner Josh Metz explained that the Transportation Agency for Monterey County (TAMC) requested their presentation be moved to the consent agenda, as the majority of Board members had already received the presentation at their jurisdiction. Co-Chair Houlemard discussed the ongoing Environmental Protection Agency/Department of Defense language dispute regarding the classification of Munitions and Explosives of Concern (MEC) and the dispute's effect on the Environmental Cooperative Services Agreement. Due to Committee member questions on the issue, staff distributed the Quarterly ESCA report. Mr. Metz discussed the Regional Urban Design Guidelines (RUDG) Task Force recommendation to retain the services of Dover, Kohl & Partners

and reviewed the RUDG process. Co-Chair Houlemard directed staff to remove agenda item 10f, as it duplicated item 8e.

## 8. **BUSINESS ITEMS**

a. **Consistency Determination: Consider Certification, in whole or in part, of the City of Seaside Zoning Code amendments related to the 2013 Zoning Code update as Consistent with the 1997 Fort Ord Reuse Plan**

i. **Review Consistency Determination Materials**

ii. **Provide Board Recommendation**

Mr. Metz stated the City of Seaside had requested to remove the item from the agenda.

b. **Review Habitat Conservation Plan (HCP) Schedule**

Co-Chair Houlemard stated that the final review required prior to release of the public draft HCP was soon to conclude and that Senator Monning had helped to facilitate coordination between the various state agencies involved. Mr. Metz reviewed the HCP schedule and discussed the various documents required of the jurisdictions. Staff responded to Committee and public questions and set an August 31<sup>st</sup> deadline for submission of approved for publication Joint Powers Authority agreements to FORA.

c. **Regional Urban Design Guidelines Update**

Co-Chair Houlemard stated the item had already been adequately addressed, but noted that staff was aiming for an RUDG kick-off sometime in August.

d. **FY 2014/15 Marina Coast Water District (MCWD) Ord Community Water/Wastewater Budget**

The items were taken out of agenda order.

iii. **Water Augmentation Presentation**

Interim General Manager Brian Lee provided a PowerPoint presentation regarding augmentation alternatives. MCWD and FORA heard comments from the Committee and public, and Mr. Lee discussed his plan to meet with individual jurisdictions over the next year to further develop a timeline of water needs.

i. **Review Revised Budget and Policy Issues Memorandum**

The Committee agreed to submit comments on the document prior to the next meeting.

ii. **Provide Board Recommendation**

Co-Chair Houlemard noted that the budget had not been discussed and that Committee quorum would soon be lost. The Committee agreed they were not prepared to provide a Board recommendation. Assistant Executive Officer Steve Endsley explained that the MCWD Board had approved their Budget, but remained willing to respond to technical and policy issues going forward.

e. **Initiate FY 2014/15 WWOC Work Program**

The WWOC members agreed to initiate the FY 2014/15 Work Program.

## 9. **ITEMS FROM MEMBERS**

None.

## 10. **ADJOURNMENT**

Co-Chair Houlemard adjourned the meeting at 11:04 a.m.



# FORT ORD REUSE AUTHORITY

## ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES

8:15 a.m., Wednesday, July 16, 2014 | FORA Conference Room  
920 2<sup>nd</sup> Avenue, Suite A, Marina CA 93933

### 1. CALL TO ORDER

Co-chair Houlemard called the meeting to order at 8:20 a.m. The following were present:

Nick Nichols, County of Monterey\*  
Elizabeth Caraker, City of Monterey\*  
John Dunn, City of Seaside \*  
Layne Long, City of Marina\*  
Vicki Nakamura, MPC  
Lyle Shurtleff, BRAC  
Anya Spear, CSUMB  
Mike Zeller, TAMC

Tim O'Halloran, City of Seaside  
Graham Bice, UC MBEST  
Dirk Medema, County of Monterey  
Kathleen Lee, Sup. Potter's Office  
Doug Yount, ADE  
Bob Schaffer  
Chuck Lande, Marina Heights  
Wendy Elliott, MCP

FORA Staff:  
Michael Houlemard  
Steve Endsley  
Jim Arnold  
Crissy Maras  
Jonathan Garcia  
Josh Metz  
Lena Spilman

\*voting members

### 2. PLEDGE OF ALLEGIANCE

Wendy Elliott led the Pledge of Allegiance.

### 3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE

Co-Chair Houlemard discussed the ongoing dispute resolution between the Department of Defense and the Environmental Protection Agency regarding the classification of Munitions and Explosives of Concern (MEC). He noted the process began in February and was supposed to take 90 days. FORA requested participation in the dispute resolution on behalf of the jurisdictions, but was denied and instead permitted to provide a letter offering FORA's position. He stated that FORA also planned to submit a letter to the state regarding the California Central Coast Veterans Cemetery environmental documents.

### 4. PUBLIC COMMENT PERIOD

None.

### 5. JULY 11, 2014 BOARD MEETING FOLLOW UP

Co-Chair Houlemard provided a summary of Board discussion and actions from the July 11<sup>th</sup> Board meeting.

### 6. BUSINESS ITEMS

#### a. Habitat Conservation Plan (HCP) Update

Senior Planner Jonathan Garcia stated that the deadline for jurisdictions to submit comments regarding the HCP Joint Powers Authority Agreement to FORA was July 31<sup>st</sup>. All jurisdictions agree to publication version of the JPA agreement by August 31<sup>st</sup>.

#### b. Regional Urban Design Guidelines Next Steps/Update

Associate Planner Josh Metz announced the Regional Urban Design Guidelines (RUDG) Task Force had recently conducted a consultant selection process for design of the RUDGs. The RUDG Task Force unanimously recommended Dover, Kohl & Partners, and the Board approved this recommendation. Staff hoped to obtain Board contract approval in August and agreed to schedule Administrative Committee and RUDG Task Force prior review of the scope of services and contract.

**c. Review Revised Marina Coast Water District (MCWD) Policy Issues Memorandum**

Assistant Executive Officer Steve Endsley led a review of the revised policy issues memorandum, which incorporated comments received from the Committee. *Layne Long entered at 8:38 am.* MCWD Interim General Manager Brian Lee provided an update on the LAFCo annexation progress. The Committee and Mr. Lee agreed that MCWD would provide a Board presentation on alternatives for the water augmentation portfolio at their September 19<sup>th</sup> Board meeting. *Layne Long left at 8:55 am.*

**d. Discuss FY 2014/15 WWOC Work Program/Role**

Co-Chair Houlemard explained that he had agendized the item to provide clarity on the sometimes blurred distinctions between the roles and responsibilities of the Administrative Committee and the Water and Wastewater Oversight Committee. He reviewed excerpts from the FORA Master Resolution, FORA Authority Act, and the Facilities agreement, and the Committee requested the item be brought back to the next joint meeting.

**7. ITEMS FROM MEMBERS**

Grants and Contracts Coordinator Crissy Maras announced that bound copies of the FY 2014/15 CIP were available for all.

**8. ADJOURNMENT**

Co-Chair Houlemard adjourned the meeting at 9:28 a.m.

DRAFT

**- START -**

**DRAFT  
BOARD PACKET**



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## REGULAR MEETING FORT ORD REUSE AUTHORITY BOARD OF DIRECTORS

Friday, August 8, 2014 at 2:00 p.m.  
(Location TBD)

### AGENDA

**1. CALL TO ORDER**

**2. PLEDGE OF ALLEGIANCE**

**3. CLOSED SESSION**

- a. Conference with Legal Counsel - Existing Litigation, Gov Code 54956.9(a) – 2 Cases
  - i. Keep Fort Ord Wild v. Fort Ord Reuse Authority (FORA), Case Number: M114961
  - ii. The City of Marina v. Fort Ord Reuse Authority, Case Number: M11856

**4. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION**

**5. ROLL CALL**

**6. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE**

**7. CONSENT AGENDA**

ACTION

- a. Approve July 11, 2014 Board Meeting Minutes

**8. BUSINESS ITEMS**

- a. 2<sup>nd</sup> VOTE: Approve Preston Park FY 2014-15 Annual Budget

ACTION

- b. Marina Coast Water District Facilities Agreement and Ord Community Outstanding Policy Issues

INFORMATION

- c. Regional Urban Design Guidelines - Approve Contract with Dover, Kohl & Partners Team

ACTION

- d. Environmental Services Cooperative Agreement Update - U.S. Army/Environmental Protection Agency Dispute Resolution

INFORMATION

**9. PUBLIC COMMENT PERIOD**

Members of the public wishing to address the Board on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes. Comments on agenda items are heard under the item.

**10. EXECUTIVE OFFICER'S REPORT**

- a. Outstanding Receivables

INFORMATION

- b. Habitat Conservation Plan Update

INFORMATION

- c. Administrative Committee
- d. Veterans Issues Advisory Committee
- e. Post Reassessment Advisory Committee
- f. Travel Report
- g. FY 2013/14 Annual Report
- h. Public Correspondence to the Board

INFORMATION  
INFORMATION  
INFORMATION  
INFORMATION  
INFORMATION  
INFORMATION

**11. ITEMS FROM MEMBERS**

**12. ADJOURNMENT**

**NEXT BOARD MEETING: SEPTEMBER 19, 2014**

Persons seeking disability related accommodations should contact FORA 48 hrs prior to the meeting. This meeting is recorded by Access Monterey Peninsula and televised Sundays at 9 a.m. and 1 p.m. on Marina/Peninsula Chanel 25. The video and meeting materials are available online at [www.fora.org](http://www.fora.org).



# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

<b>Subject:</b>	2 <sup>nd</sup> VOTE: Approve Preston Park FY 2014-15 Annual Budget	
<b>Meeting Date:</b>	August 8, 2014	<b>ACTION</b>
<b>Agenda Number:</b>	8a	

### RECOMMENDATION(S):

Approve FY 2014-2015 Preston Park Housing Operating and Capital (**Attachments B & C**) Budgets including a 2.4% rent increase.

### BACKGROUND/DISCUSSION:

FORA and Alliance staff have reached out to representatives of the Tenants Association and are attempting to schedule a meeting as requested by Board Member Selfridge. A review of the policy for setting rental rates will be presented at the October FORA board meeting.

The staff has reviewed the Alliance Management Budget Memorandum (**Attachment A**) on the Preston Park FY 2014-15 Operating Budget and Capital Improvement Program (CIP) Assessment and recommends approval of the Housing Operating and Capital Replacement Program Budgets and the rent increase (**Attachment C**).

The proposed 2.4 % increase has been derived from applying the Consumer Price Index to the current and prospective Preston Park unit rents. FORA policy in this area is to raise revenue without negatively impacting the surrounding market rate rental properties. The adopted formulae are: 1) **Move-ins** - establishing market rents on an on-going basis according to a market survey, and 2) **Existing tenants** - increase rent once a year by the lesser of 3% or the Consumer Price Index. The financial impacts of the rent increase are displayed by unit type in (**Attachment E**) and the Revenue Summary (**Attachment F**) displays the budget impacts of the rental proposal.

In prior Preston Park Board reports, lengthy items such as the Market Survey (**Attachment D**) and Standard Operating Budgets were presented with only summary pages of the full reports. The full documents are available on the FORA website using the links provided below.

#### **Attachment B:**

<http://fora.org/Board/2014/Packet/Additional/080814Item8aAttachBPPBudget-1stPageIncrease.pdf>

<http://fora.org/Board/2014/Packet/Additional/080814Item8aAttachBPPBudget-2ndPageNoIncrease.pdf>

#### **Attachment D:**

<http://fora.org/Board/2014/Packet/Additional/080814Item8aAttachD-MarketSurvey.pdf>

### FISCAL IMPACT:

Reviewed by FORA Controller \_\_\_\_\_  
Staff time for this item is included in the approved FORA budget.

### COORDINATION:

FORA Staff, Alliance Staff, Administrative Committee, Executive Committee.

Prepared by \_\_\_\_\_ Reviewed by \_\_\_\_\_  
Robert J. Norris, Jr. D. Steven Endsley

Approved by \_\_\_\_\_  
Michael A. Houlemard, Jr.

July 2, 2014



Mr. Michael Houlemard, Jr.  
Fort Ord Reuse Authority  
920 Second Street, Suite A  
Marina, California 93933

Re: Preston Park FY 2014/15 Proposed Budget

Dear Mr. Houlemard:

It has been a pleasure to continue to work with residents and the Fort Ord Reuse Authority over the last year. With the combination of wonderful residents and effective staff, a number of positive changes have been seen in Preston Park:

- 1) **Exterior Building Upgrades:** Re-roofing of the buildings has been completed and final clean up and gutter repairs are underway. Garage motion sensor lights are being installed as gutters are repaired/replaced on each court. Termite treatment has taken place at a number of locations in the community and includes a three year warranty from the date of service. Staff members are planning the replacement of all windows in the community as well as steel front and back doors. This project is anticipated to be underway in July.
- 2) **Code Compliance/Safety Improvements:** The electrical sub-panel in each home was serviced, and grounding rods were replaced at each meter panel site throughout the community. All required attic repairs were completed. Each oven flue vent was re-sealed, and notable issues reported for repair in the coming year. One time use Fire Extinguishers were installed in each home within Preston Park. A Property Assessment took place from which a plan of action was developed to address exterior building as well as interior unit issues.
- 3) **Concrete Grinding:** Concrete grinding was performed throughout the community. Three sites on Brown Court were located indicated to require tree root removal and re-pouring of concrete or asphalt.
- 4) **Tree Trimming:** The community has performed the first phase of tree trimming and is obtaining bids for the larger phase to begin in July.
- 5) **Units of Long Term Residents:** Several long-term residents have seen upgrades in their flooring, paint, and appliances with little intrusion or inconvenience. These services are extended to long-term residents upon notification or inspection indicating replacement is necessary.
- 6) **Green Initiatives:** The community continues to implement water and energy saving programs inspired by Alliance's own Focus Green Initiative. Devices designated as water or energy saving are purchased and installed as replacement fixtures as needed. PG&E has been working with residents in the Below Market and Section 8 programs to weatherize their homes at no cost to the resident or the community. Planned landscaping changes will reduce the amount of water usage in the common areas of the community, and will continue to evolve into larger cost savings as we work in conjunction with Paul Lord at Marina Coast Water. The community participates in an appliance buy-back program where used and/or broken appliances are purchased from the community and recycled.

Alliance looks to continue to provide the residents at Preston Park a comfortable and quality living experience. Continued capital improvements throughout the community will allow this property to remain a desirable neighborhood for renters, as well as a continued source of affordable housing for the general populace of Marina.

Revenues

The primary source of revenue is rents, Section 8 voucher payments from the Housing Authority of the County of Monterey, and associated charges to residents such as late fees. The community experienced a delayed 1.7% rental increase in February 2013. An increase of 2.4% took place in September 2013. Previous to the February 2013 increase, the community had not seen a rental increase since August 2010.

The proposed budget reflects projected revenues according to the approved formula indicating that the annual increase in market rents for in-place tenants shall be capped at the lesser of three percent (3%) or the Department of Labor’s Consumer Price Index for San Francisco-Oakland-San Jose, All Items, for All Urban Consumers (referred to as CPI-U) Average percentage for the previous year (February to February) be applied to the next fiscal year, provided that the increased rent for in-place residents does not exceed the market rent charged to move-in residents. The proposed Budget Option 1 assumes the maximum rent increase for in-place residents of two point four percent (2.4%) resulting in an anticipated 2.9% increase in Total Income (\$169,350) over the FY 2013/14 Estimated Actuals. The proposed Budget Option 2 assumes no increase in the FY 2014/15 rent schedule for in-place residents, however still results in a 2.5% increase in Total income (\$141,049) due to new move-in rent values. Both budgets capture revenue from the addition of Pet Rent and Month to Month Fees for new move-ins. Please see **Attachment F** for a summary of Revenue Income under the two options.

Note: Delaying the anticipated decision will cost \$28,808 as the property will not be able to implement the rental increase until October 1, 2014.

In Place Residents - Market Rent

The rents proposed in Budget Option 1 are as follows:

<b>In-Place Market Rate Rents</b>			
<b>Unit Size</b>	<b>Current Rent Range FY13/14</b>	<b>Proposed FY14/15 Rent</b>	<b>Change 10/1/14</b>
Section 8 - Two BR	\$1,029 - \$1,198	\$1,054 - \$1,227	\$25 - \$29
Section 8 - Three BR	\$1,423 - \$1,562	\$1,457 - \$1,599	\$34 - \$37
Two Bedroom	\$1,208 - \$1,715	\$1,236 - \$1,756	\$29 - \$41
Three Bedroom	\$1,499 - \$2,010	\$1,535 - \$2,058	\$36 - \$48
Luxury - Two BR*	\$1,800 - \$2,200	\$1,843 - \$2,253	\$43 - \$53
Luxury - Three BR*	\$1,947	\$1,994	\$47

\* Note: Three 2-Bedroom homes and one 3-Bedroom home have additional features that warrant higher than average rental rates.

Fair Market Rents (FMR) for Monterey County on a County-wide basis as published in October 2013 by the Monterey County Housing Authority (MCHA) are as follows:

Unit Bedroom Size	Fair Market Rent
Two Bedroom	\$1,234
Three Bedroom	\$1,800

The two bedroom average in-place market rent at Preston Park is \$1,459 which represents a difference of \$225 from the FMR table above. The general cause of the difference in two-bedroom rents relates to the unique amenities and space available in the two-bedroom apartments at the community as compared to the general marketplace. Conversely, the majority of in-place market renters in Preston Park three bedroom homes are below the MCHA Fair Market Rent for a home of this size. The average in-place rent for the three bedroom units at Preston Park is \$1,754, which represents a difference of \$46 from the FMR table above.

Please refer to **Attachment E** for detailed information regarding Preston Park rental rates, including utility estimates, as compared to other communities that pay for Water, Sewer, and Trash service.

#### Affordable Rents

Affordable rental rates are derived from median income schedules published by governmental agencies. Rental rates at Preston Park are based upon 50% and 60% of the median income for Monterey County. The U.S. Department of Housing and Urban Development calculates the maximum household income by family size in Monterey County, generally once a year. As of the date of this memo new rental rates have not been released.

**An increase is not proposed at this time.**

In-Place Affordable Rate Rents	
Unit Size	Current Rent Range FY13/14
Two Bedroom VL - L	\$677 - \$832
Three Bedroom VL - L	\$756 - \$928

Maximum Household Income Limits for 2014 as published in January 2014.

Income Category	Two Person	Three Person	Four Person	Five Person	Six Person	Seven Person	Eight Person
50% VL	\$28,800	\$32,400	\$35,950	\$38,850	\$41,750	\$44,600	\$47,500
60% L	\$34,560	\$38,880	\$43,140	\$46,620	\$50,100	\$53,520	\$57,000

#### Current Market Rent Conditions

The market rent for new move-ins is calculated by comparable market rent levels in the competitive market throughout the year. Additionally, the comparables as outlined in the attached Market Survey dated 5.13.14 (**Attachment D**) are smaller in square footage than units at Preston Park, and many do not offer the specialized features including in-home laundry vs 7.2.14

room, gated back yard with patio, direct access garage, generous storage space, dogs and cats accepted with pet deposit (Breed restrictions apply, max 2 animals per home). Please refer to **Attachment D** for detailed information.

Per the approved rent formula in 2010, the market rents for new move-ins are fluid throughout the year and change according to market conditions. Should a rental increase be approved, market rents for incoming residents would be as follows:

Unit Size	Current Rent Range for Incoming Market Rate Residents
Two Bedroom	\$1,650 - \$1,775
Luxury - Two BR	\$1,850 - \$2,275*
Three Bedroom	\$2,035 - \$2,060
Luxury - Three BR	\$2,275*

\* Note: Three 2-Bedroom homes and one 3-Bedroom home have additional features that warrant higher than average rental rates.

#### Budget Summary

Expenses as outlined in **Attachment B** include Operating Expense projections and relevant changes from the FY 2013/14 budget. Operating expenses typically include expenditures for routine maintenance of the property, redecorating expenses as they apply to unit turns, and expenditures relating to the daily operations of the Leasing Office. Non-Routine expenses are included as they pertain directly to the daily function of the community, however are not typically able to be forecasted (i.e. large plumbing leaks requiring vendor service, unit specific rehabilitation projects). Annual Inspection materials are included with the Non-Routine expenses as they are a one-time yearly expense. Overall, total operating expenses proposed for FY 2014/15 are 10.1% higher than the estimated actual expenses for FY 2013/14 (\$152,947). Alliance seeks to maximize cost savings, e.g. lower utilities expenses through installation of water/energy saving devices, while contending with inescapable cost increases such as fuel for maintenance vehicles.

Note the large increase in Non-Routine expenses (\$115,668) over 2013/2014 Estimated Actuals. This increase is largely due to projects (such as bathtub replacements) that are necessary to complete over the course of the next several years. **Without a rental increase, the property will experience a deficit of \$19,461.**

#### Capital Expenses

Expenses categorized as Capital expenses directly impact the long term value of the community, including roof replacements, exterior painting, large-scale landscaping improvements, and interior upgrades including appliances and carpeting/vinyl. Capital projects that are currently pending completion as approved in the 2013/14 FY include:

- 1) Exterior Unit Windows - \$1,240,000
- 2) Exterior Unit Doors - \$200,000

The following Capital projects were delayed to the 2014/2015 FY due to timing:

vs 7.2.14

- 1) Exterior Building/Flashing Repairs - \$500,000
- 2) Exterior Paint - \$200,000
- 3) Seal Coat Streets - \$155,787

#### 2014/2015 FY Capital Improvement Program

Recommended Capital Projects to be managed through the Construction Department (excluding continuing projects or completions of projects from 2013/14):

- 1) Dry Rot Repairs - \$40,000
- 2) Landscape/Irrigation Upgrades - \$100,000
- 3) Leasing Office/Signage - \$90,000
- 4) Playgrounds - \$65,000

#### Capital Reserves Fund

Expenditures for the 2014/15 fiscal period are projected to equal \$1,453,804. This amount reflects an increase of \$200,000 attributed to the total expense projected for the Building/Flashing Repairs (initially evaluated at \$800K; current value of \$1M), and splits the total value of that expenses and the \$400K expense related to painting of the community over a 2 year period. In accordance with the 2014 reevaluation of the Replacement Reserves Study conducted in April 2008, Alliance recommends a minimum reserve withholding of \$2,179 per unit per year during the 2014/15 fiscal period. **Please refer to Attachment C.** This withholding amount would ensure that the asset holds adequate reserves to perform necessary replacements and repairs to protect the useful life of the buildings and account for possible unforeseen cost increases as projects get underway. These funds will also allow for future projects, such as parking improvements which are not currently included in the capital plan, to be incorporated at a later date without resulting in a substantial increase in withholding amounts in future years.

**Budget Option 1** (Maximum rent increase of 2.4% for in-place residents) offers an opportunity to increase the property's replacement reserve account through revenue generation, thus allowing for many of the critical Capital Improvement projects throughout the community to take place over time. (**Attachment C**)

**Budget Option 2** (No rent increase for in-place residents) outlines community needs to continue daily operations, but may compromise long-term capital projects due to restricted funds available to complete such projects. (**Attachment C**)

We will continue to look for new ways to improve our services over the coming year and remain committed to meeting the objectives set by FOR A.

Please feel free to contact me should you have additional questions or concerns at (415) 336-3811. Approval of the final budget prior to August 25, 2014, would be helpful in order to implement rental increases by October 1, 2014.

Regards,  
vs 7.2.14

Jill Hammond  
Regional Manager

Cc: Jonathan Garcia, FOR A  
Ivana Bednarik, FOR A  
Robert Norris, FOR A  
Brad Cribbins, Chief Operating Officer, Alliance Communities, Inc.  
Annette Thurman, Vice President of Operations, Alliance Communities, Inc.

Attachments:

- FY 2014/15 Budget Revenue Summary
- Unit Matrix
- May 2014 Market Survey
- Capital Improvement Plan/Reserve Withholding
- Budget Option 1 - Rental Increase



**PRESTON PARK  
2015 STANDARD BUDGET  
CONSOLIDATION & SIGN-OFF**

Description	2015 Total	2014 Projected	Variance	Variance %
Physical Occupancy	97.87 %	97.89 %		
Economic Occupancy	93.58 %	94.25 %		
Gross Market Potential	\$6,262,119	\$6,038,519	\$223,600	3.7%
Market Gain/Loss to Lease	(\$203,193)	(\$153,411)	(\$49,782)	-32.5%
Affordable Housing	\$0	\$0	\$0	0.0%
Non-Revenue Apartments	(\$63,870)	(\$68,070)	\$4,201	6.2%
Rental Concessions	\$0	\$0	\$0	0.0%
Delinquent Rent	\$0	\$0	\$0	0.0%
Vacancy Loss	(\$133,488)	(\$127,385)	(\$6,103)	-4.8%
Prepaid/Previous Paid Rent	\$0	\$0	\$0	0.0%
Other Months' Rent/Delinquency Recovery	\$0	\$1,110	(\$1,110)	-100.0%
Bad Debt Expense	(\$1,212)	\$0	(\$1,212)	-100.0%
Other Resident Income	\$44,398	\$40,287	\$4,111	10.2%
Miscellaneous Income	\$6,200	\$10,554	(\$4,354)	-41.3%
Corp Apartment Income	\$0	\$0	\$0	0.0%
Retail Income	\$0	\$0	\$0	0.0%
<b>TOTAL INCOME</b>	<b>\$5,910,955</b>	<b>\$5,741,604</b>	<b>\$169,350</b>	<b>2.9%</b>
PAYROLL	\$541,800	\$525,709	(\$16,091)	-3.1%
LANDSCAPING	\$69,800	\$73,968	\$4,168	5.6%
UTILITIES	\$104,309	\$98,813	(\$5,496)	-5.6%
REDECORATING	\$86,843	\$83,478	(\$3,365)	-4.0%
MAINTENANCE	\$104,812	\$103,214	(\$1,598)	-1.5%
MARKETING	\$15,475	\$15,449	(\$26)	-0.2%
ADMINISTRATIVE	\$92,088	\$91,881	(\$207)	-0.2%
RETAIL EXPENSE	\$0	\$0	\$0	0.0%
PROFESSIONAL SERVICES	\$147,874	\$142,718	(\$5,156)	-3.6%
INSURANCE	\$207,012	\$197,507	(\$9,505)	-4.8%
AD-VALOREM TAXES	\$107,472	\$107,469	(\$3)	0.0%
NON ROUTINE MAINTENANCE	\$194,225	\$78,557	(\$115,668)	-147.2%
<b>TOTAL OPERATING EXP</b>	<b>\$1,671,709</b>	<b>\$1,518,762</b>	<b>(\$152,947)</b>	<b>-10.1%</b>
<b>NET OPERATING INCOME</b>	<b>\$4,239,245</b>	<b>\$4,222,842</b>	<b>\$16,403</b>	<b>0.4%</b>
DEBT SERVICE	\$0	\$0	\$0	0.0%
DEPRECIATION	\$417,696	\$417,425	(\$271)	-0.1%
AMORTIZATION	\$0	\$0	\$0	0.0%
PARTNERSHIP	\$8,000	\$0	(\$8,000)	-100.0%
EXTRAORDINARY COST	\$0	\$0	\$0	0.0%
<b>NET INCOME</b>	<b>\$3,813,549</b>	<b>\$3,805,417</b>	<b>\$8,132</b>	<b>0.2%</b>
CAPITAL EXPENDITURES	\$1,453,804	\$3,825,287	\$2,371,483	62.0%
MORTGAGE PRINCIPAL	\$0	\$0	\$0	0.0%
TAX ESCROW	\$0	\$0	\$0	0.0%
INSURANCE ESCROW	\$0	\$0	\$0	0.0%
INTEREST ESCROW	\$0	\$0	\$0	0.0%
REPLACEMENT RESERVE	\$743,379	\$734,976	(\$8,403)	-1.1%
REPLACEMENT RESERVE REIMBURSEM	(\$1,453,804)	(\$3,825,287)	(\$2,371,483)	-62.0%
WIP	\$0	\$0	\$0	0.0%
OWNER DISTRIBUTIONS	\$3,487,866	\$3,487,866	(\$0)	0.0%
DEPRECIATION AND AMORTIZATION	(\$417,696)	(\$417,425)	\$271	0.1%
<b>NET CASH FLOW</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>33.9%</b>

**Approvals**

Owner	Date
Asset Manager	Date
COO	Date
VP	Date
Regional Manager	Date
Business Manager	Date

*Alliance Residential, LLC makes no guarantee, warranty or representation whatsoever in connection with the accuracy of this Operating Budget as it is intended as a good faith estimate only.*



**PRESTON PARK  
2015 STANDARD BUDGET  
CONSOLIDATION & SIGN-OFF**



Description	2015 Total	2014 Projected	Variance	Variance %
Physical Occupancy	97.87 %	97.89 %		
Economic Occupancy	94.39 %	94.25 %		
Gross Market Potential	\$6,178,925	\$6,038,519	\$140,406	2.3%
Market Gain/Loss to Lease	(\$151,048)	(\$153,411)	\$2,363	1.5%
Affordable Housing	\$0	\$0	\$0	0.0%
Non-Revenue Apartments	(\$62,948)	(\$68,070)	\$5,122	7.5%
Rental Concessions	\$0	\$0	\$0	0.0%
Delinquent Rent	\$0	\$0	\$0	0.0%
Vacancy Loss	(\$131,667)	(\$127,385)	(\$4,282)	-3.4%
Prepaid/Previous Paid Rent	\$0	\$0	\$0	0.0%
Other Months' Rent/Delinquency Recovery	\$0	\$1,110	(\$1,110)	-100.0%
Bad Debt Expense	(\$1,206)	\$0	(\$1,206)	-100.0%
Other Resident Income	\$44,398	\$40,287	\$4,111	10.2%
Miscellaneous Income	\$6,200	\$10,554	(\$4,354)	-41.3%
Corp Apartment Income	\$0	\$0	\$0	0.0%
Retail Income	\$0	\$0	\$0	0.0%
<b>TOTAL INCOME</b>	<b>\$5,882,653</b>	<b>\$5,741,604</b>	<b>\$141,049</b>	<b>2.5%</b>
PAYROLL	\$541,800	\$525,709	(\$16,091)	-3.1%
LANDSCAPING	\$69,800	\$73,968	\$4,168	5.6%
UTILITIES	\$104,309	\$98,813	(\$5,496)	-5.6%
REDECORATING	\$86,843	\$83,478	(\$3,365)	-4.0%
MAINTENANCE	\$104,812	\$103,214	(\$1,598)	-1.5%
MARKETING	\$15,475	\$15,449	(\$26)	-0.2%
ADMINISTRATIVE	\$92,088	\$91,881	(\$207)	-0.2%
RETAIL EXPENSE	\$0	\$0	\$0	0.0%
PROFESSIONAL SERVICES	\$147,166	\$142,718	(\$4,448)	-3.1%
INSURANCE	\$207,012	\$197,507	(\$9,505)	-4.8%
AD-VALOREM TAXES	\$107,472	\$107,469	(\$3)	0.0%
NON ROUTINE MAINTENANCE	\$194,225	\$78,557	(\$115,668)	-147.2%
<b>TOTAL OPERATING EXP</b>	<b>\$1,671,002</b>	<b>\$1,518,762</b>	<b>(\$152,239)</b>	<b>-10.0%</b>
<b>NET OPERATING INCOME</b>	<b>\$4,211,652</b>	<b>\$4,222,842</b>	<b>(\$11,190)</b>	<b>-0.3%</b>
DEBT SERVICE	\$0	\$0	\$0	0.0%
DEPRECIATION	\$417,696	\$417,425	(\$271)	-0.1%
AMORTIZATION	\$0	\$0	\$0	0.0%
PARTNERSHIP	\$8,000	\$0	(\$8,000)	-100.0%
EXTRAORDINARY COST	\$0	\$0	\$0	0.0%
<b>NET INCOME</b>	<b>\$3,785,956</b>	<b>\$3,805,417</b>	<b>(\$19,461)</b>	<b>-0.5%</b>
CAPITAL EXPENDITURES	\$1,453,804	\$3,825,287	\$2,371,483	62.0%
MORTGAGE PRINCIPAL	\$0	\$0	\$0	0.0%
TAX ESCROW	\$0	\$0	\$0	0.0%
INSURANCE ESCROW	\$0	\$0	\$0	0.0%
INTEREST ESCROW	\$0	\$0	\$0	0.0%
REPLACEMENT RESERVE	\$715,786	\$734,976	\$19,190	2.6%
REPLACEMENT RESERVE REIMBURSEM	(\$1,453,804)	(\$3,825,287)	(\$2,371,483)	-62.0%
WIP	\$0	\$0	\$0	0.0%
OWNER DISTRIBUTIONS	\$3,487,866	\$3,487,866	(\$0)	0.0%
DEPRECIATION AND AMORTIZATION	(\$417,696)	(\$417,425)	\$271	0.1%
<b>NET CASH FLOW</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$1)</b>	<b>-211.6%</b>

**Approvals**

Owner	Date
Asset Manager	Date
COO	Date
VP	Date
Regional Manager	Date
Business Manager	Date

*Alliance Residential, LLC makes no guarantee, warranty or representation whatsoever in connection with the accuracy of this Operating Budget as it is intended as a good faith estimate only.*

**Attachment C to Item 8a  
FORA Board Meeting, 8/8/14**

CAPITAL EXPENDITURES - 2014/2015 Preston Park Budget									
PRESTON PARK - REVISED PHYSICAL NEEDS ASSESSMENT (7 Year Look Forward - Alliance Residential Recommendation)									
Updated: 7/2/2014									
Project	Detail	Committed Projects	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	2020 - 2021
<b>1410</b>									
Property Assessment		\$ 74,600							
Site Lighting Repair / Replacement /Install	*Exterior site upgrades			\$ 200,000					\$ 50,000
Roof	*Replacement	\$ 1,827,297					\$ 10,000	\$ 10,000	\$ 10,000
Exterior Paint	*Full Paint (split over 2 yrs)		\$ 200,000	\$ 200,000					
Exterior Unit Windows	*Replacement	\$ 1,240,000					\$ 5,000	\$ 5,000	\$ 5,000
Exterior Unit Doors	*Replacement	\$ 200,000					\$ 2,500	\$ 2,500	\$ 2,500
Building Exterior	*Dryrot Repairs		\$ 40,000		\$ 2,000	\$ 2,000	\$ 40,000		\$ 2,000
Fence Repairs/Slat Replacement	Replacement						\$ 50,000		
Resident Business Center	FF&E						\$ 12,000		
Landscape/ Irrigation	*Replacement / Upgrades	\$ 100,000					\$ 150,000		
Leasing Office / Signage	*Upgrades: Wheelchair Access	\$ 90,000							
Playgrounds	*Replacement/Upgrades	\$ 65,000			\$ 65,000		\$ 150,000		
Fire Extinguishers	Add Fire Extinguishers to each home	\$ 13,000					\$ 13,000		
Termite Remediation	Termite remediation	\$ 50,000							
Building Fascia/Flashing Repairs	Repairs to exterior walls (split over 2 yrs)		\$ 500,000	\$ 500,000					
Heater Vent Cleaning/Repairs	Cleaning/Repairing Heater vents			\$ 145,000					
<b>1415</b>									
New Office Computers	Replace existing old computers					\$ 2,600			
<b>1416</b>									
One Maintenance Truck	Needed for hauling etc...					\$ 15,000			\$ 15,000
<b>1420</b>									
Seal Coat Streets			\$ 155,787						\$ 155,787
<b>1425</b>									
Dishwasher	replacement (assume 10 year life) Represents 76 units	\$ 12,160	\$ 24,700	\$ 24,700	\$ 24,700	\$ 24,700	\$ 24,700	\$ 24,700	\$ 24,700
Refrigerators	replacement (assume 15 year life) Represents 24 units	\$ 16,800	\$ 12,120	\$ 12,120	\$ 12,120	\$ 12,120	\$ 12,120	\$ 12,120	\$ 12,120
Range/Rangehood	replacement (assume 15 year life) Represents 54 units	\$ 18,360	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900
Garbage Disposal	replacement (assume 10 year life) Represents 44 units	\$ 3,000	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
Hot Water Heaters	replacement (assume 15 year life) Represents 14 units	\$ 18,000	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650	\$ 6,650
Carpet	replacement (assume 5 year life) Represents 48 homes	\$ 56,532	\$ 80,400	\$ 80,400	\$ 80,400	\$ 80,400	\$ 80,400	\$ 80,400	\$ 80,400
Vinyl	replacement (assume 10 year life) Represents 48 homes	\$ 73,100	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000	\$ 66,000
HVAC Furnace	replacement (assume 20 year life) Represents 6 units	\$ 26,400	\$ 16,800	\$ 16,800	\$ 16,800	\$ 16,800	\$ 16,800	\$ 16,800	\$ 16,800
<b>1430</b>									
Applicable Construction Management Expenses	Miscellaneous (see * items)	\$ 196,038	\$ 65,147	\$ 54,000	\$ -	\$ -	\$ 18,000	\$ -	\$ 9,347
<b>Capital Expenses (uninflated)</b>		\$ 3,825,287	\$ 1,453,804	\$ 1,336,870	\$ 304,870	\$ 257,470	\$ 688,370	\$ 255,370	\$ 487,504
<b>Inflation Factor</b>		0.00%	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
<b>Capital Expenses (Inflated)</b>		\$ 3,825,287	\$ 1,453,804	\$ 1,370,292	\$ 312,492	\$ 263,907	\$ 705,579	\$ 261,754	\$ 499,692
<b>Total Projected Replacement Reserve Funds</b>		\$ 734,975	\$ 715,786	\$ 715,786	\$ 715,786	\$ 715,786	\$ 715,786	\$ 715,786	\$ 715,786
<b>Replacement Reserve Fund Balance on 3/1/14</b>		\$ 4,569,609							
<b>Remainder of Projected Replacement Reserve Additions 3/1/14-6/30/14</b>		\$ 243,462							
<b>Remainder of Projected Capital Expenses 3/1/14-6/30/14</b>		\$ 3,377,297							
<b>Anticipated Replacement Reserve Fund Balance 7/1/14</b>		\$ 1,435,774							
<b>Holdbacks and Reserve Summary with no Rental Increase</b>									
Replacement Reserve Fund AFTER Annual Addition, BEFORE Annual Expenses			\$ 2,151,560	\$ 1,413,543	\$ 759,037	\$ 1,162,332	\$ 1,614,212	\$ 1,624,419	\$ 2,078,451
Replacement Reserve Fund AFTER Annual Addition, AFTER Annual Expenses			\$ 697,756	\$ 43,251	\$ 446,546	\$ 898,425	\$ 908,633	\$ 1,362,665	\$ 1,578,759
			\$/Unit/Year (Average)						
Replacement Reserve Capability with NO RENT INCREASE		\$ 715,786	\$ 2,021.99						
Physical Needs Over the Term:		\$ 4,867,520	\$ 1,964.29						
Replacement Reserve Capability with PROPOSED INCREASE		\$ 743,379	\$ 2,099.94						
<b>Holdbacks and Reserve Summary with Proposed Increase</b>									
Replacement Reserve Fund AFTER Annual Addition, BEFORE Annual Expenses			\$ 2,207,243	\$ 1,496,817	\$ 869,904	\$ 1,300,791	\$ 1,780,263	\$ 1,818,063	\$ 2,299,687
Replacement Reserve Fund AFTER Annual Addition, AFTER Annual Expenses			\$ 753,438	\$ 126,525	\$ 557,412	\$ 1,036,884	\$ 1,074,684	\$ 1,556,308	\$ 1,799,995

COMMUNITY DESCRIPTION	
Street address	682 Wahl Court
City, State, Zip Code	Marina, CA 93933
Telephone	(831) 384-0119
Construction type	Mixed use
Year built	1987
Owner	Fort Ord Reuse Authority
Management	Alliance Residential Company
Total units	354
Physical occupancy	98%

COMMUNITY RATINGS	
Location	B
Visibility	C
Curb appeal	B
Condition	B
Interiors	C
Amenities	D

PAYER OF UTILITIES	
Gas	Resident
Electric	Resident
Water	Res/Meter
Sewer	Resident
Trash	Resident
Cable TV	N A
Internet	Resident
Pest control	Community
Valet trash	N A

FEES, DEPOSITS, AND LEASE TERMS	
Application fee	\$44
Lease terms	MTM and 6 months
Short term premium	N/A
Refundable security deposit	Equal to one months' rent
Administrative fee	\$0
Non refundable pet deposit	N/A
Pet deposit	\$250 covers up to 2 pets
Pet rent	\$0

CONCESSIONS
No concessions. Community is partially Below Market Rent and Section 8.

COMMENTS
50% complete replacing roofs. All units have an attached garage, in-home laundry room, and gated backyard. \$25 fee for end units.

APARTMENT AMENITIES			
Accent color walls	No	Paneled doors	No
Air conditioning	No	Patio/Balcony	Yes
Appliance color	White	Refrigerator	Frost-Free
Cable TV	No	Roman tubs	No
Ceiling	No	Security system	No
Ceiling fans	No	Self cleaning oven	No
Computer desk	No	Separate shower	No
Crown molding	No	Upgraded counters	No
Fireplace	No	Upgraded flooring	Plush Cpt
Icemaker	No	Upgraded lighting	No
Kitchen pantry	Yes	Vaulted ceiling	No
Linen closets	Yes	Washer/Dryer	No
Microwave	No	W/D connection	Full size
Outside storage	No	Window coverings	1" mini

COMMUNITY AMENITIES			
Access gates	No	Free DVD/movie library	No
Addl rentable storage	No	Laundry room	No
Attached garages	Yes	Movie theater	No
Barbecue grills	No	Parking structure	No
Basketball court	Yes	Pet park	No
Billiard	No	Playground	Yes
Business center	No	Pools	No
Club house	Yes	Racquetball	No
Concierge services	No	Reserved parking	No
Conference room	No	Sauna/Jacuzzi	No
Covered parking	No	Tennis court	No
Detached garages	No	Volleyball	No
Elevators	No	Water features	No
Fitness center	No	WiFi	No

FLOORPLANS AND RENTS

Floorplan Type	Unit Description	# of Units	% of Units	Square Feet	Rent per Unit				Concessions		Effective Net Rents	
					Low	High	Average	Avg PSF	Mos Free	Term	Average	Avg PSF
2X1		10	3%	1,150	\$1,610	\$1,610	\$1,610	\$1.40	0.00	0.00	\$1,610	\$1.40
2X1		2	1%	1,150	\$1,700	\$1,700	\$1,700	\$1.48	0.00	0.00	\$1,700	\$1.48
2X1.5		79	22%	1,278	\$1,665	\$1,690	\$1,677	\$1.31	0.00	0.00	\$1,677	\$1.31
2X1.5	1 car attached Renovated	2	1%	1,278	\$2,200	\$2,200	\$2,200	\$1.72	0.00	0.00	\$2,200	\$1.72
2X1.5		1	0%	1,278	\$1,700	\$1,715	\$1,708	\$1.34	0.00	0.00	\$1,708	\$1.34
2X1.5	1 car attached Renovated	135	38%	1,323	\$1,690	\$1,715	\$1,702	\$1.29	0.00	0.00	\$1,702	\$1.29
3X2.5		124	35%	1,572	\$1,985	\$2,010	\$1,997	\$1.27	0.00	0.00	\$1,997	\$1.27
3X2.5	1 car attached Renovated	1	0%	1,572	\$2,150	\$2,150	\$2,150	\$1.37	0.00	0.00	\$2,150	\$1.37
<b>Total / Weighted Average</b>		<b>354</b>	<b>100%</b>	<b>1,395</b>	<b>\$1,790</b>	<b>\$1,814</b>	<b>\$1,801</b>	<b>\$1.29</b>	<b>0.00</b>	<b>0.00</b>	<b>\$1,801</b>	<b>\$1.29</b>

Attachment E - Unit Matrix

**Attachment E to Item 8a  
FORA Board Meeting, 8/8/14**

									Market Survey Data				
Bedrooms	Bathrooms	Square footage	Average Rent per unit	Total Utilities	Total Rent including utilities	Total Rent per square foot BEFORE rent increase	Total Rent per square foot after 2.4% increase	Total Rent per square foot AFTER rent increase	Sunbay Suites rent per square foot (650 sq ft)	Marina Square rent per square foot (1000 sq ft)	Marina del Sol rent per square foot (736 sq ft)	Shadow Market rent per square foot (850 sq ft/ 1700 sq ft)	Abrams Park rent per square foot not including utilities (1000 sq ft)
2	1	1150	\$1,521.00	\$122.70	\$1,644	\$1.43	\$1,676.70	\$1.46	\$1.88	\$1.36	\$1.77	\$1.59	\$1.50
2	1.5	1278	\$1,443.81	\$122.70	\$1,567	\$1.23	\$1,599.51	\$1.25	N/A	N/A	N/A	N/A	N/A
2	1.5	1323	\$1,447.34	\$122.70	\$1,570	\$1.19	\$1,603.04	\$1.21	N/A	N/A	N/A	N/A	N/A
3	2.5	1572	\$1,754.00	\$122.70	\$1,877	\$1.19	\$1,918.20	\$1.22	N/A	N/A	N/A	\$1.09	N/A

In addition to the rental amounts paid by in-place residents, Preston Park residents pay for Water, Sewer, and Trash services that the majority of the comparables in the market place pay on behalf of the household.

Utility costs as listed reflect the average household in Marina, whereas actual bills suggest utility costs of \$85 per month and \$96 per month respectively for 2 and 3 bedroom homes in Preston Park.

Square footage listed for Preston Park units includes interior space only. Each home has an attached garage that provides roughly 400 square feet of additional storage space.

## Preston Park Budget Memo - Revenue Summary

**Attachment F to Item 8a  
FORA Board Meeting, 8/8/14**

**Budget Option 1 – 2.4% Rent Increase**

Revenue	Approved Budget FY 2013/2014	Estimated Actuals FY 2013/ 2014	Proposed FY 2014/ 2015		Variance of Approved Budget From 2013/2014 Estimated Actuals	%	Comments		Variance of Proposed Budget from FY 2013/2014 Estimated Actuals	%	Comments	2014/2015 Proposed Budget vs. 2013/2014 Approved Budget	%
GROSS MARKET POTENTIAL	\$5,816,930	\$6,038,519	\$6,262,119	I	\$221,589	3.7%	The community continues to outperform expectations as new move-in rents increase.	I	\$223,600	3.7%	Large increase due mostly to 2.4% rental increase.	\$445,189	7.7%
MARKET GAIN/LOSS TO LEASE	\$16,124	(\$153,411)	(\$203,193)	D	(\$169,335)	110.5%		D	(\$49,782)	32.5%		(\$219,317)	-1360.2%
NON-REVENUE APARTMENTS	(\$56,187)	(\$68,070)	(\$63,870)	D	(\$11,883)	17.5%	Decrease in this category as several large maintenance issues arose requiring residents to move within the community.	I	\$4,200	-6.2%	Shared office/community center expense with Abrams Park. Reduction due to major repair units coming back online.	(\$7,683)	13.7%
VACANCY LOSS	(\$114,328)	(\$127,385)	(\$133,488)	D	(\$13,057)	10.3%	Decrease in income as homes were vacant for longer periods than expected.	D	(\$6,103)	4.8%	Projecting slightly higher turn times as major repair items are uncovered.	(\$19,160)	16.8%
BAD DEBT EXPENSE	(\$1,750)	\$0	(\$1,212)	I	\$1,750	0.0%	Increase due to higher average collection of owed rent and damages.	D	(\$1,212)	0.0%	Decrease in income projected in anticipation of average collection rate of rent and damages.	\$538	-30.7%
OTHER RESIDENT INCOME	\$36,750	\$40,287	\$44,398	I	\$3,537	8.8%	Collection of Cleaning/Damage Fees increased vs. previous period.	I	\$4,111	10.2%	Increase due to addition of MTM Fees and Pet Rent for incoming residents.	\$7,648	20.8%
MISCELLANEOUS INCOME	\$8,450	\$10,554	\$6,200	I	\$2,104	19.9%	Interest collection on Reserve Account outperformed expectations.	D	(\$4,354)	-41.3%	Anticipating reduction in interest income in correlation with reduction in Reserve Account Balance.	(\$2,250)	-26.6%
<b>TOTAL INCOME</b>	<b>\$5,705,989</b>	<b>\$5,741,604</b>	<b>\$5,910,955</b>	<b>I</b>	<b>\$35,615</b>	<b>0.6%</b>	<b>Increase in overall income.</b>	<b>I</b>	<b>\$169,351</b>	<b>2.9%</b>	<b>Increase in overall income.</b>	<b>\$204,966</b>	<b>3.6%</b>
<b>NET INCOME</b>	<b>\$3,898,422</b>	<b>\$3,805,417</b>	<b>\$3,813,549</b>	<b>I</b>	<b>\$93,005</b>	<b>2.4%</b>	<b>Increase in overall income.</b>	<b>I</b>	<b>\$8,132</b>	<b>0.2%</b>	<b>Increase in overall income.</b>	<b>(\$84,873)</b>	<b>-2.2%</b>

I -- DESIGNATES INCREASE (Results in Increase in Revenue)

D -- DESIGNATES DECREASE (Results in Decrease in Revenue)

## Preston Park Budget Memo - Revenue Summary

### Budget Option 2 – No Rent Increase Proposed

<u>Revenue</u>	<u>Approved Budget FY 2013/2014</u>	<u>Estimated Actuals FY 2013/ 2014</u>	<u>Proposed FY 2014/ 2015</u>		<u>Variance of Approved Budget From 2013/2014 Estimated Actuals</u>	<u>%</u>	<u>Comments</u>		<u>Variance of Proposed Budget from FY 2013/2014 Estimated Actuals</u>	<u>%</u>	<u>Comments</u>	<u>2014/2015 Proposed Budget vs. 2013/2014 Approved Budget</u>	<u>%</u>
GROSS MARKET POTENTIAL	\$5,816,930	\$6,038,519	\$6,178,925	I	\$221,589	3.7%	The community continues to outperform expectations as new move-in rents increase.	I	\$140,406	2.3%	No rental increase proposed. Increase generated by new move-in rental rates.	\$361,995	6.2%
MARKET GAIN/LOSS TO LEASE	\$16,124	(\$153,411)	(\$151,048)	D	(\$169,535)	110.5%		I	\$2,363	-1.5%		(\$167,172)	-1036.8%
NON-REVENUE APARTMENTS	(\$56,187)	(\$68,070)	(\$62,948)	D	(\$11,883)	17.5%	Decrease in this category as several large maintenance issues arose requiring residents to move within the community.	I	\$5,122	-7.5%	Shared office/community center expense with Abrams Park. Reduction in due to major repair units coming back online.	(\$6,761)	12.0%
VACANCY LOSS	(\$114,328)	(\$127,385)	(\$131,667)	D	(\$13,057)	10.3%	Decrease in income as homes were vacant for longer periods than expected.	D	(\$4,282)	3.4%	Projecting slightly higher turn times as major repair items are uncovered.	(\$17,339)	15.2%
BAD DEBT EXPENSE	(\$1,750)	\$0	(\$1,206)	I	\$1,750	0.0%	Increase due to higher average collection of owed rent and damages.	D	(\$1,206)	0.0%	Decrease in income projected in anticipation of average collection rate of rent and damages.	\$544	-31.1%
OTHER RESIDENT INCOME	\$36,750	\$40,287	\$44,398	I	\$3,537	8.8%	Collection of Cleaning/ Damage Fees increased vs. previous period3.	I	\$4,111	10.2%	Increase due to addition of MTM Fees and Pet Rent for incoming residents.	\$7,648	20.8%
MISCELLANEOUS INCOME	\$8,450	\$10,554	\$6,200	I	\$2,104	19.9%	Interest collection on Reserve Account outperformed expectations.	D	(\$4,354)	-41.3%	Anticipating reduction in interest income in correlation with reduction in Reserve Account Balance	(\$2,250)	-26.6%
<b>TOTAL INCOME</b>	<b>\$5,705,989</b>	<b>\$5,741,604</b>	<b>\$5,882,653</b>	<b>I</b>	<b>\$35,615</b>	<b>0.6%</b>	<b>Increase in overall income.</b>	<b>I</b>	<b>\$141,049</b>	<b>2.5%</b>	<b>Increase in overall income.</b>	<b>\$176,664</b>	<b>3.1%</b>
<b>NET INCOME</b>	<b>\$3,898,422</b>	<b>\$3,805,417</b>	<b>\$3,785,956</b>	<b>I</b>	<b>\$93,005</b>	<b>2.4%</b>	<b>Increase in overall income.</b>	<b>D</b>	<b>(\$19,461)</b>	<b>-0.5%</b>	<b>Decrease in income due to large Non-Routine Expense</b>	<b>(\$112,466)</b>	<b>-2.9%</b>

I -- DESIGNATES INCREASE (Results in Increase in Revenue)

D -- DESIGNATES DECREASE (Results in Decrease in Revenue)

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

<b>Subject:</b>	Marina Coast Water District Facilities Agreement and Ord Community Outstanding Policy Issues	
<b>Meeting Date:</b>	August 8, 2014	<b>INFORMATION</b>
<b>Agenda Number:</b>	8b	

### RECOMMENDATION:

Receive a joint staff prepared Marina Coast Water District (MCWD)/Fort Ord Reuse Authority (FORA) Facilities Agreement and Ord Community Outstanding Policy Issues memo (**Attachment A**).

### BACKGROUND/DISCUSSION:

Over the last several years, during the FORA Board's annual review of the Ord Community budget, FORA Board members have identified policy issues that require ongoing attention and monitoring. For the most part, these issues are separate from the Ord Community budget, but have impacted the FORA Board's budget approval.

FORA and MCWD staff have prepared a memo that outlines and "defines" Board identified issues, listing ways to move each issue toward resolution. With FORA Board direction and/or input, FORA and MCWD staff will continue coordination to address these issues. This will work to move future Ord Community budgets through the approval process more efficiently.

### FISCAL IMPACT:

Reviewed by FORA Controller \_\_\_\_\_

Staff time for this item is included in the approved FORA budget.

### COORDINATION:

MCWD, Administrative Committee, Water and Wastewater Oversight Committee

Prepared by \_\_\_\_\_  
Crissy Maras

Approved by \_\_\_\_\_  
Michael A. Houlemard, Jr.

# **Placeholder for Attachment A to Item 8b**

**Marina Coast Water District Facilities Agreement and  
Ord Community Outstanding Policy Issues**

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**The FORA Administrative Committee will review this  
document at their July 30, 2014 meeting and the final memo  
will be included in the final Board packet.**



# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

<b>Subject:</b>	Regional Urban Design Guidelines - Approve Contract with Dover, Kohl & Partners Team	
<b>Meeting Date:</b>	August 8, 2014	<b>ACTION</b>
<b>Agenda Number:</b>	8c	

### RECOMMENDATION(S):

Approve Contract with Dover, Kohl & Partners Team (**Attachment A**)

### BACKGROUND/DISCUSSION:

The RUDG Task Force (Task Force) was created by the Fort Ord Reuse Authority (FORA) Board ("Board") and appointed by Chair Edelen to provide oversight and guidance on the RUDG process. A Request for Qualifications (RFQ) was transmitted to 35 urban planning, economics and development firms as provided by Task Force Members, jurisdictions, or staff. The Task Force then worked with staff to refine a Request for Proposals (RFP) competition as the second stage of the solicitation/consultant support team selection process. The Task Force April 22, April 30, and May 9 meetings focused on the RFP including multiple rounds of revision and member input refining scope and deliverables and concluding on the interview process. Following review of the responses to the RFQ released in March, the Task Force qualified 3 teams to participate in the RFP stage as follows:

- **Dover, Kohl & Partners** with *Alta Planning & Design, Helix Environmental Planning, Strategic Economics, Castle & Cooke Development, Peter Katz, Jeff Speck and Bill Lennertz.*
- **EMC Planning Group Inc.** in collaboration with *Economic Planning Services, Pinto + Partners Urban Design and Planning, City Design Collective, and BMJ Advisors*
- **Torti Gallas and Partners** with *Duany Plater-Zyberk, Lamphier-Gregory, Urban Community Partners, Peter Katz, Hoerr-Schaudt Landscape Architects, and Nelson/Nygaard Consulting Associates.*

The RFP was released to the teams May 15, responses due Thursday, June 12 by 5:00pm and a pre-proposal conference was conducted June 2, 2014. Two of the three finalist teams submitted complete responses by the deadline. The EMC Planning Group and the Dover-Kohl & Partners teams were scheduled for June 20, 2014 interviews which can be viewed at <http://youtu.be/Lx7BHp6NHSU>.

The Task Force adopted interview ranking criteria on June 19 and met on June 20 at 2:00 pm to review initial rankings. After staff reference confirmation/review at the June 27 meeting, the Task Force unanimously recommended that the Board select the team led by Dover-Kohl and Partners (DKP) to complete the regional urban design guidelines project.

The Board approved DKP selection and proceeding with contract negotiations at the July 11 meeting. Since then staff has received input via email from Task Force members and completed negotiations with the DKP team regarding the final Scope of Work (SOW) (**Attachment A**). Staff also completed development of contract language that has been reviewed and approved by the DKP team (**Attachment A**). Approval of this contract permits the RUDG project to commence.

### FISCAL IMPACT:

Reviewed by FORA Controller \_\_\_\_\_

Staff time for this item is included in the approved FORA budget. FY 2014-2015 budget includes funding to pay for RUDG consultant services.

### COORDINATION:

Administrative Committee

Prepared by \_\_\_\_\_  
Josh Metz

Approved by \_\_\_\_\_  
Michael A. Houlemard, Jr.

**Agreement for Professional Services**

This Agreement for Professional Services (hereinafter referred to as "Agreement") is by and between the Fort Ord Reuse Authority, a political subdivision of the State of California (hereinafter referred to as "FORA") and Dover-Kohl and Partners, Inc. (hereinafter referred to as "Consultant").

The parties agree as follows:

1. SERVICES. Subject to the terms and conditions set forth in this Agreement, Consultant shall provide FORA with Regional Urban Design Guidelines and Process services as described in Exhibit "A". Such services will be at the direction of the Executive Officer of the Fort Ord Reuse Authority or the Executive Officer's designee.

2. TERM. Consultant shall commence work under this Agreement effective on August 11, 2014 and will diligently perform the work under this Agreement until September 30, 2015 or until the work as described in Exhibit A is complete, whichever comes first. The term of the Agreement may be extended upon mutual concurrence and amendment to this Agreement.

3. COMPENSATION AND OUT OF POCKET EXPENSES. The overall maximum amount of compensation to Consultant over the full term of this Agreement is not-to-exceed \$439,870 (Four Hundred Thirty-nine Thousand Eight Hundred Seventy Dollars), including out-of-pocket expenses. FORA shall pay Consultant for services rendered pursuant to this Agreement at the times and in the manner set forth in Exhibit "A".

4. FACILITIES AND EQUIPMENT. Consultant is not required to use FORA facilities or equipment to perform professional services. At the Executive Officer's request, Consultant shall arrange to be physically present at FORA facilities to provide professional services at least during those mutually agreed hours/days noted in the Scope of Services attached hereto in Exhibit "A" to enable the delivery of services.

5. GENERAL PROVISIONS. The General Provisions set forth in Exhibit "B" are incorporated into this Agreement. In the event of an inconsistency between said general provisions and another term or condition of this Agreement, the other term or condition shall control only insofar as it is inconsistent with the General Provisions.

6. EXHIBITS. All exhibits attached hereto are incorporated herein.

IN WITNESS WHEREOF, FORA and CONSULTANT execute this Agreement as follows:

FORA

CONSULTANT

By \_\_\_\_\_  
Michael A. Houlemard, Jr.  
Executive Officer

Date

By \_\_\_\_\_  
Jason King  
Dover-Kohl & Partners  
Project Director

Date

Approved as to form:

\_\_\_\_\_  
Jon R. Giffen  
Authority Counsel

## SCOPE OF SERVICES

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### ARTICLE I

#### SCOPE OF WORK

Dover, Kohl & Partners with the assistance of sub consultant firms Alta Planning + Design (Multi-Modal Transportation Planning), HELIX (Environmental Planning), Strategic Economics (Market Analysis), and notable experts Bruce Freeman, President Castle & Cooke, John Rinehart, Vice President Castle & Cooke Florida, Peter Katz, Jeff Speck, AICP, CNU-A, LEED-AP, Honorary ASLA, and Bill Lennertz of the National Charrette Institute shall perform the following tasks and provide the noted associated deliverables.

#### PHASE 1 - EXISTING CONDITIONS ANALYSIS (MONTHS 1 – 3)

Evaluating the existing conditions of the site and the political structures, regulations and existing development approvals is an integral part of the planning process. During this phase, the project team will become more familiar with the Fort Ord area, including its infrastructure, geography, and political and economic needs. By conducting a thorough evaluation with a fresh set of eyes, the team will set the stage for a more successful project, and formulate a more comprehensive strategy to best suit the needs of the numerous jurisdictions in the area.

##### 1.0 Project Background Discussions

Key members of the consultant team shall work with FORA staff and representatives to gain a more in-depth understanding of the history, concerns, and political nature of the project and individual municipalities. The turn-over of the base has been complex and the better understanding the consultant team has of the issues, the better they can be addressed throughout the development of the Regional Urban Design Guidelines.

This may occur in person prior to Task 1.1 or as a conference call or internet assisted meeting.

##### 1.1 Project Start-up Meeting (includes FORA Taskforce)

The project start-up meeting creates shared learning and agreements between the project management team and key partners. During the meeting, the participants confirm project guiding principles, or the whys behind the project, develop quantifiable objectives and measures and complete a stakeholder analysis showing who needs to be involved including their key issues and wins. The result is a focused team approach that will guide the project through the inevitable hurdles that it faces on the way to approvals.

This meeting is tentatively scheduled to occur in coordination with the September 19, 2014<sup>1</sup> Board Meeting. An alternative would be for this meeting is to occur in coordination with Task 1.4.1 NCI Charrette System 101.

## 1.2 Review Existing Plans & Reports

The former Fort Ord Base falls under the jurisdiction of many plans, from each municipality and campus plans to the overarching Base Reuse Plan and regional mobility plans. The plans are in various stages of creation and implementation, and therefore, must be thoroughly understood in order to ensure the new guidelines will integrate with existing regulations seamlessly. Existing Plans and Reports shall be provided to the Consultant by FORA staff.

## 1.3 Preliminary Technical Analysis

The Dover-Kohl team will perform an initial analysis of existing conditions:

### 1.3.1 Create Analysis & Base Maps (including Urban Analysis)

The team will utilize ArcView GIS, aerial and ground level photography, land use surveys, and expertise provided by FORA staff in order to acquire the necessary information to create a series of Analysis Maps for the Fort Ord areas. Spatial Data may come from FORA itself, through the municipalities, or other sources such as educational institutes.

Utilizing this information, Dover-Kohl will produce a series of base maps to supplement maps already created by FORA staff of the planning area to be used throughout the Charrette in Phase 2 by the design team and members of the public. The project team will use and transfer the compiled data used to the Reuse Authority, along with all maps and resulting analysis.

Information to be mapped may include existing land uses, open space, zoning, easements, property boundaries, ownership, topography, environmental conditions, and building condition. Maps will be of both the regional scale and for individual municipalities.

### 1.3.2 Economic Analysis

In preparation for the charrette, Strategic Economics will evaluate Monterey County's historic and projected household and employment growth trends in order to understand the types of households and industries that are projected to experience short- and long-term growth. Strategic Economics will look at the implications of these trends for the types and phasing of new development that can be expected at Fort Ord. The market overview will also consider preliminary place-making and design strategies for increasing the amount of residential and commercial market demand that is captured at Fort Ord, such as designing pedestrian-friendly, transit-accessible districts with a minimum amount of local-serving retail and services so that residents and workers can easily access their daily needs on foot or bicycle.

Strategic Economics' experience in other regions has shown that the methodology for projecting population and employment growth can vary significantly among sources. For example, economic

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<sup>1</sup> Specific dates mentioned in this scope of work are tentative and must be mutually verified with FORA, the Consultant, and the sub-consultant team to ensure availability of key members and ensure all deadlines can be met. All attempts to meet these dates shall be made and if alternative dates are necessary, all attempts will be made to stay on the overall project schedule and to coordinate events and meetings with regularly scheduled Board meetings.

and demographic projections from commercial vendors like Woods & Poole are often more closely tied to employment growth than projections generated by many regional councils of government (COGs). Accordingly, Strategic Economics will compare alternative demand forecasts, such as projections produced by the Association of Monterey Bay Area Governments (AMBAG), California Employment Development Department (EDD), and/or Woods & Poole.

The analysis will also evaluate historic and projected employment by industry in order to understand which sectors of the economy are expected to grow, and implications for the potential phasing of office, retail, and other commercial development at Fort Ord. In addition, Strategic Economics will consider the sources of potential housing demand in Fort Ord, including existing Monterey County residents forming new households, new households moving to the County to live and work there, retirees, second home buyers, and commuters to Silicon Valley.

### 1.3.3 Transportation Analysis

Transportation in the area is largely car-dependent, but the success of towns and villages relies on walkability and ease of mobility. Alta Planning + Design will examine transportation opportunities from the perspective of all modes of travel. Speeds and volumes on existing thoroughfares will be studied to better understand the community character and transportation needs.

### 1.3.4 Environmental Analysis

HELIX will observe the existing environmental conditions, one of the major "E's" addressed in the Reassessment Plan. Environmental protection is a priority for the Fort Ord region, and the Dover-Kohl team firmly supports this. HELIX will determine sensitive areas and consider potential impacts of new and existing developments.

## 1.4 Public Involvement Plan

The Dover-Kohl team and FORA staff will determine the best mechanisms for outreach to individuals and groups in the Fort Ord area. A strategy for soliciting public input and establishing on-going outreach throughout the process will be addressed. The team can also assist in the creation and upkeep of a project Facebook page as well as regular updates to a project website. Dover-Kohl will assist in the design of flyers, posters, banners, postcards, mailers, and press releases which will be distributed to the media, neighborhood associations, business associations, and community organizations among others). FORA shall be responsible for the distribution and mailing of all notices, postcards, mailers and press releases.

### 1.4.1 NCI Charrette System 101 (Orientation Workshop)

This seminar will prepare staff, community leaders, the Board and RUDG Taskforce for the upcoming charrette. To some, a charrette is simply a short meeting at which people brainstorm and perhaps sketch ideas; to others the charrette process is synonymous with a series of public design sessions over multiple days. The 101 seminar provides an overview for how the pre-charrette and charrette process will work for the Fort Ord project. Participants will leave with a shared understanding of the special aspects of the charrette process making them informed champions and participants. The seminar is approximately three hours. This orientation workshop is tentatively scheduled for October 17, 2014.

### 1.4.2 Video Documentation of Charrette

The planning process will be documented in the form of a video from the initial site visit through the creation and adoption of the design guidelines. Creating a video will detail the process and guidelines clearly and transparently, minimizing confusion or miscommunications between the many involved stakeholders.

#### 1.4.3 Continuous Public Updates

The team will use multiple outlets to keep the general public informed, interested, and involved. Important events will be publicized through social media and regular online updates.

#### 1.4.4 Web-enabled decision Support Tool

MindMixer is an online tool that functions as a virtual town hall, encouraging participants to share ideas and collaborate. Interested individuals can also keep up with the project as it progresses, allowing the team to gauge the response to emerging ideas. The online approach allows the team to expand the Charrette process, and reach a broader audience than just those who physically attend public meetings.

As the plan becomes more developed throughout the planning process, Metroquest will be integrated along with the MindMixer platform to allow people to study development alternatives. Visuals and 3D elements will be used to help identify priorities and explore how priorities are affected by planning decisions.

## 1.5 Site Visit

Key members from the Dover-Kohl team including principal Victor Dover, Project Director Jason King, Peter Katz, Bill Lennertz from the National Charrette Institute and representatives from Strategic Economics and Alta Planning + Design will travel to Fort Ord for meetings with FORA staff, the Taskforce, confidential interviews, a site tour with FORA staff, and to conduct a public information session on the benefits of Form-Based Codes. The site visit is currently tentatively scheduled to occur November 12 – 18, 2014 and will include an update to the Board at the November 18 meeting.

#### 1.5.1 Team Meeting / FORA Taskforce Update Meeting

The Dover-Kohl team will meet with FORA staff and Taskforce to review Preliminary Technical Analysis and other base data. A review of the site visit tasks and objectives will be reviewed as well as a detailed outline of the charrette and proposed charrette events.

#### 1.5.2 Site Tour

Dover-Kohl will tour and examine Fort Ord's existing conditions, as well as the urban form, network of streets, blocks and lots, building types, and building patterns of the site and surrounding communities along with FORA staff. The analysis will include a review of existing land use, density, transportation issues, urban design elements, and development issues.

The team will assess, measure, and document existing building types, building placement relative to the street, building massing, scale, height, primary facade transparency, sidewalks, plantings, lighting, signage, spatial enclosure, and level of street life activity, creating a preliminary foundation for Design Guidelines tailored to the region.

#### 1.5.3 Confidential Interviews

A key to success of the Fort Ord project is to have a clear understanding of the people their interests and issues. The most efficient and effective way to learn what is truly going on in the community is

for the consultant team to hold a series of confidential interviews. The purposes of the interviews are to:

- Establish and/or reinforce a sense of trust and confidence in the project team.
- Determine overall willingness to participate in and support the project.
- Uncover underlying community issues that otherwise might not be available to the project sponsor, e.g. resistance to implementation.
- Build peoples interest in participating in the charrette.

#### Selecting Interviewees

Interview groups of up to five people are created according to viewpoints. These often include public officials, jurisdictional staff, property owners, appointed officials, and other selected interest groups.

#### Interview Process

The project management team establishes the interview schedule. Invitation letters are sent three weeks prior to the interviews, which are held at a neutral location, such as a hotel, in three small rooms. Staff may receive people in the lobby, but are not present in the interview rooms. Consultant members of the project management team run the interviews. Each interview lasts exactly 50 minutes allowing the team a 10-minute break before the next group arrives.

#### Follow-up

After the interviews, the recorder's notes are distributed to the interviewers for review and revisions. The findings are shared with the project sponsor and the interviewees and ultimately with the public, usually on the project website.

#### 1.5.4 Review of Best Practices Utilizing Form-Based Codes (Public Education Session)

The uniqueness of each municipality and region means that a variety of design guidelines and forms may be used in the Fort Ord area. In the application of form-based guidelines it is important to assess the physical and regulatory environment to determine the most applicable type.

During the site visit our team will conduct a public educational session about the best practices in form-based codes. The team also includes other notable experts in the realm of planning, who will be available to assist in the review of best practices, establishing the ideal planning principles for FORA and the Fort Ord area.

This public meeting should be held in the evening so that more people can attend after regular work hours.

### SERVICES & DELIVERABLES INCLUDED IN PHASE 1

- FORA Taskforce Project Start-up Meeting
- Review of Existing Plans & Reports to ensure Integration with Guidelines
- Preliminary Technical Analysis
  - Data products including GIS layers, imagery, & basemaps
  - Economic Analysis
  - Transportation Analysis

- Environmental Analysis
  - Orientation Workshop
  - Video Documentation
  - Website Updates
  - Web-enabled decision support tool (MindMixer & Metroquest)
  - Site Visit
    - FORA Taskforce Update Meeting
    - Site Tour
    - Confidential Interviews
    - Review of Best Practices utilizing Form-Based Codes (Public Education Session)

## PHASE 2- CHARRETTE (APPROX. MONTH 4)

Phase 2 consists of a 2-week charrette on-site in the Fort Ord area. This charrette is the centerpiece of our public participation process. Dover-Kohl will lead a series of public meetings, design sessions, stakeholder interviews, and technical meetings to engage the community, each municipality, and major property owners to form the framework for the Design Guidelines.

The hands-on nature of the charrette and the opportunity to interact with differing perspectives allows issues to be quickly identified and resolved. Municipal staffs, FORA officials, and other key individuals will be involved throughout various meetings, workshops, and presentations.

The website will be continually updated, and video documentation will continue. To best meet the needs of the community, we suggest that the charrette be held during the academic year.

Tentative dates for the charrette include December 8 – 19, 2014, January 5 – 16, 2015, and February 9 – 20, 2015. All dates include the opportunity to update the board at a mid-point during the charrette, however, all board members will be encouraged too attend all public meetings including the Kick-off/hands on and the Work-in-progress presentation. Final dates will be selected based on availability the Consultant, Sub-Consultants, and FORA representatives. If possible, the charrette should be held during the school session in order to encourage participation of university students to ensure the Guidelines will develop the types of places they would want to participate in.

### 2.1 FORA Taskforce Update

Prior to the official charrette kick-off, the Dover-Kohl team will meet with the FORA Taskforce to review what will be presented to the public, go over the hands-on design session, and review objectives for a successful charrette.

### 2.2 Kick-Off Event & Hands-On Design Session

On the first day of the charrette, Dover-Kohl will lead a Community Wide Kick-off Event to mark the official start of the design process. The event will feature a "Food For Thought" presentation to educate the public on the principles and components of form-based codes, land use planning, the various tools



which can be included to shape community form and character, a review of experiences in peer communities, and an outline of elements that will be addressed in the Design Guidelines.

Immediately following the Kick-off Presentation, the meeting will transition to a Hands-on Design Session. Participants will divide into small table groups and oriented to base maps of the Fort Ord region. Each table will have a facilitator from the Dover-Kohl team or FORA staff to assist participants in design exercises.

Participants will use the base maps of both the overall region and more detailed maps of specific areas that they are most concerned with to illustrate how they might like to see the overall areas evolve in the future by describing the uses, open spaces, building design and type, landscaping, street design, housing options, parking, and services, as well as key transportation concerns.

A separate exercise will also be included to focus on the metrics used by form-based codes to regulate development form and the way buildings face public spaces such as streets. This will help educate and familiarize participants in how Form-Based Codes work and what they do and do not regulate.

At the end of the workshop, a spokesperson from each table will report the findings and major points to the entire assembly. The goal of the Hands-on Design Sessions is to forge a community consensus on the desired form and character of future development in region.

Keypad polling, exit surveys, and one word cards may be incorporated throughout the event to calculate and present public opinion on selected topics identified during the site visit and from previous planning sessions.

Multiple Hands-on Sessions: Depending on the political situation, multiple hands-on sessions may be held in order to focus on specific areas within the region at different events.

## 2.3 Open Design Studio

Following the Hands-on Design Session, the planning team will work in an Open Design Studio, in or near the Fort Ord area, for the duration of the Charrette. The team will work on-site to integrate the information gathered during Phase 1 with the input gained during the Hands-on Design Session to lay the groundwork for the Guidelines and regulating plan while continuing to gather community input. Key stakeholders, FORA staff and the public will be encouraged to stop in throughout the Charrette as new ideas emerge and to check on the growth of the project's details.

The following tasks will be completed in the Open Design Studio:

### 2.3.1 Stakeholder Meetings

While working on-site, the Dover-Kohl team will lead technical meetings with government agencies and local experts to address housing, open space, transportation, and other relevant topics. The purpose of these meetings is to review the emerging vision and receive immediate focused feedback from all stakeholders. Additional meetings with key stakeholders such as local municipalities, chamber of commerce, major property owners, neighborhood associations, and other local stakeholders may be held to ensure their plan objectives are reflected.

### 2.3.2 Synoptic Surveys

During the charrette the design team will survey the best parts of the region and local municipalities. These places will be measured and photographed. The synoptic surveys will be used to create the metrics of the Regional Urban Design Guidelines. By measuring the existing great places that exist and codifying them, it makes the guidelines specific to the region and each individual municipality. It will create a regional cohesiveness while maintaining individual identity.

### 2.3.3 Draft Illustrative Plan, Regulating Plan & Visualizations

During the Charrette week, the design team will create an Illustrative Plan of urban design characteristics such as massing, density and land use, transportation options, open space and recreation, and economic development opportunities.

The Illustrative Plan will be used as a guide to create the Regulating Plan that will be used in the guidelines to delineate differing intensities of development and that can be tailored to each jurisdiction and specific location cohesively.

Visualizations will provide "change over time" sequences of infill proposals, redevelopment strategies, and streetscape improvements. Visualizations will be utilized to show the draft metrics of the Design Guidelines which will affect building placement and street design to create a cohesive regional identity while responding locally to development patterns and intensities.

The Illustrative Plan, Regulating Plan and Visualizations will be accessible throughout the Charrette to allow casual feedback, and will be presented at the end of the Charrette for more formal community input.

### 2.3.4 Draft Template of Regional Urban Design Guidelines

Form-Based Codes and Regulations can take on numerous forms depending on how they fit in with existing regulations. They could be a separate overlay or they could become integrated within existing municipal regulations. Working with FORA and the individual municipalities will determine the best way to produce the guidelines. A template of the guidelines will be produced during the charrette.

### 2.3.5 Web Based Decision Support Development

Throughout this process, we will continue to use MindMixer, with the public discussing their opinions on the various draft drawings, plans and sketches produced during the open design studio period.

The team will also make use of online scenario modeler Metroquest. Metroquest provides a simple visual format that allows users to determine how their priorities and design ideas may influence their surroundings. Following the charrette the plans and regulations can be explored in more detail through the MindMixer and Metroquest platforms.

### 2.3.6 Multimodal Transportation Analysis

Transportation analysis by Alta Planning + Design will cover the full spectrum of transportation options, including pedestrian, bike, commuter rail, vehicular, and other transportation options. The transportation analysis will supply methods for pedestrian and vehicular connectivity, access to open spaces, and streetscape improvements throughout the region.

Street Standards will be produced for new and existing streets within the Fort Ord area. The Street Standards will illustrate by street type the physical conditions within the street, such as right-of-way,

sidewalks, street trees, parking, build-to lines for new development, and building heights, where appropriate. These standards will become a part of the Regional Urban Design Guidelines.

### 2.3.7 Economic Analysis

Building on the findings from the pre-charrette market overview, Strategic Economics will evaluate the potential impact of the design guidelines on the development feasibility of different buildings types. Depending on the level of effort desired by FORA, this analysis could take the form of a qualitative assessment based on developer interviews and an evaluation of recent development projects, or a quantitative pro forma analysis testing the financial feasibility of different residential and commercial building types (e.g. small lot single-family, single family attached, townhouses, 4-5 story apartments, local- and regional-serving retail, and/or medical office).

Strategic Economics will use the findings from the feasibility analysis to recommend strategies for achieving the fiscal, economic development, and other goals that FORA, the cities, and other land use authorities have set for the base reuse process.

Strategic Economics will also assist in the creation of an implementation strategy that considers the extent to which new development can be expected to cover the cost of basic infrastructure, place-making, affordable and workforce housing, and other needed improvements, and identifies other potential sources of funding and financing as required.

In addition, analysis in the form made popular by Peter Katz will be performed. This analysis will compare different development patterns and the return they bring to a municipality.

### 2.3.8 Practical Developer Analysis

John Reinhart and Bruce Freeman of Castle & Cooke will act to substantiate the analysis provided by Strategic Economics and the proposed illustrative and regulating plan. They will ensure that the Fort Ord guidelines are realistic in creating a region that is attractive for future private investment and development projects.

### 2.3.9 Environmental Analysis

HELIX will work closely with the planning team and FORA staff to identify potential issues and evaluate potential environmental effects. Should the analysis identify potential impacts, HELIX will work with the planning team and FORA staff to develop planning goals, objectives and/or policies to include in the Tools and Master Plan to reduce or avoid potential impacts.

Where sufficient information is not available to incorporate explicit planning solutions, HELIX will formulate mitigation measures which can be implemented as more detailed development and infrastructure plans are prepared within the Fort Ord Area. These mitigation measures will include performance standards to provide guidance and flexibility on how the mitigation measures are designed and implemented to reduce potential environmental impacts to a level that is less than significant. Helix will also assist in meeting NEPA/CEQA requirements as applicable under the 1991 BRAC decision. All documents and deliverables will be subject to revision as needed by FORA.

## 2.4 Work In Progress Presentation

At the conclusion of the Charrette, the planning team will present the charrette work at a "Work-in-Progress" presentation. At this presentation, the team will present ideas generated to date including the

Draft Illustrative Plan, Regulating Plan, and visualizations of the character of proposed development. A summary of economic, transportation, & environmental impacts, and an outline of elements to be contained in the Design Guidelines will be presented, highlighting the opportunities for quality development.

A question and answer session will generate responses from the public and municipal officials. The Work-in-Progress presentation will be provided to FORA for inclusion on the project website.

During the Work-in-Progress presentation, keypad polling will be utilized in order to generate real-time survey results and opinion polls from members of the audience. We can track response information and view results during the presentation. Keypad polling can help us understand if the plan is on the right-track.

## SERVICES & DELIVERABLES INCLUDED IN PHASE 2

- FORA Taskforce Update
- Kick-off Presentation with “food-for-thought” & Hands-On design session
- Open Design Studio
  - Stakeholder Meetings
  - Synoptic Surveys
  - Illustrative Plan, Regulating Plan & Visualizations
  - Draft Template of RUDG
  - Web-Based Decision Support Tool Development for Design Concepts -- Use of cutting edge-visualization to depict scenarios and proposed projects
  - Regular Web Updates and extensive outreach
- Refined Technical Analysis
  - Multimodal Transportation
  - Economic
  - Developer
  - Environmental
- Work-In-Progress Presentation

## PHASE 3- POST-CHARRETTE

Phase 3 includes the creation, revisions and presentations of the Regional Urban Design Guidelines. Building on the physical analysis performed, the community input received, and the framework developed with FORA in Phase 2, the Dover-Kohl team will create the Draft Fort Ord Form-Based Zoning Tool options that meets the needs of the Base Reuse Plan.

### 3.1 Preparation of Draft Guidelines & Master Plan (Approximately 8 to 10 weeks following the charrette)

Following the Charrette, the Dover-Kohl team will return to their offices to draft the RUDG. The Guidelines will help shape development within the area in the manner envisioned by the community during the Charrette process. Recalling that the base principle of a Form-Based Code is that design is more important than use, the guidelines will be used as regulatory a tool that places primary emphasis on the physical form of the built environment with the end goal of producing a specific type of place.

Simple and clear graphic prescriptions for street standards, building height, how buildings are placed on sites, and building elements (e.g. location of windows, doors, etc.) are used to control development. Land use is not ignored, but regulated using broad parameters that can better respond to market economics, while also prohibiting undesirable uses.

The RUDG will be user-friendly, highly visual, and will serve to encourage future redevelopment in an organized manner and further the goals and vision established by the community and the Base Reuse Plan. The document will likely include an Overview, Regulating Plan, Urban Standards, General Standards, Street Standards, and Architectural Standards. Prescribed Design Guidelines will be illustrated in the Form-Based documents, to ensure they are easily understood and help the community understand the regulations of the new Tools.

### 3.2 Regular FORA Taskforce Updates

Throughout the drafting of the RUDG and Master Plan, the Dover-Kohl team will hold regularly recurring meetings with the FORA Taskforce to provide updates on the status of the code development and to solicit feedback on the details of the code.

As necessary, regular meetings with jurisdictional staffs will also continue to ensure the acceptance and understanding of the guidelines as they are being developed and refined.

A monthly or bi-monthly call can be scheduled in order to regularly update FORA staff and the Taskforce on the progress of the RUDG and Master Plan as it is being developed.

### 3.3 Presentations of the Draft RUDG & Master Plan

Key members of the Dover-Kohl team will travel to Monterey Bay to present the Master Plan Report and Design Guidelines to the public and other stakeholders. This presentation could be a region wide meeting, special meeting/open house or at official public hearings for the municipalities. As necessary, Dover-Kohl can present the plan to multiple groups including at the regularly scheduled Board meeting. The team members will be available to answer questions and explain the details of the plan and implementation recommendations.

The presentation should be scheduled approximately nine to eleven weeks following the conclusion of the charrette and in coordination with a regularly scheduled Board meeting.

### 3.4 Preparation of Final RUDG & Master Plan

The Tools and Guidelines will be revised based on comments received from the public, FORA staff and city officials (**2 rounds of revisions**). Dover-Kohl will submit the Draft form-based Tools and Design Guidelines to FORA and provide revisions to the document to create the Draft Master Plan Report that will be available to the public.

FORA and city officials shall have up to 30 days to provide comments and feedback on each of the drafts submitted. To the extent possible, comments shall be consolidated and specific to provide clear direction during revisions. The Consultant will require two to three weeks to complete requested revisions, depending on the extent of the revisions requested.

### 3.5 Presentations of Final RUDG & Master Plan

The proposed scope of services has described the tasks necessary to create Regional Urban Design Guidelines and Form-Based Tools for Fort Ord. If necessary, the Dover-Kohl Team can also assist FORA by participating in additional public meetings and public hearings leading to adoption of these regulations. Dover-Kohl will present these Guidelines in multiple locations, ensuring that all municipalities understand the content of the plan, with the intent of initiating the implementation process. The implementation strategy may again include MindMixer, to evaluate public response.

The presentation of the Final RUDG and Master Plan shall be scheduled in coordination with the completion of the second round of revisions and with a regularly scheduled Board meeting. As part of these presentations, the Board may be asked to accept the RUDG and Master Plan in order to lend support to the documents as they go to individual municipalities for approval.

#### 3.5.1 Final Video Presentation

The team will finish the prescribed video, creating a project summary spanning from the very first team meeting to the creation of the final documents. This video can be used for publicity purposes, as well as for creating a simple means of visualizing the outcome of the plan.

### 3.6 Initiation of RUDG Implementation

Dover-Kohl will present the Guidelines in multiple locations, ensuring that all municipalities understand the content of the plan, with the intent of initiating the implementation process. The implementation strategy may again include MindMixer, to evaluate public response.

These meetings shall occur in coordination with the presentations of the Final RUDG and Master Plan. This includes one official meeting per individual municipality. Additional adoption meetings may be necessary depending on individual municipality processes and comfort with the proposed RUDG and shall be considered additional services.

### 3.7 Training Sessions

The Dover-Kohl team will lead one or more training workshops which would highlight the principles of the Design Guidelines and Tools, and train FORA and municipal staff on how to properly administer the new Guidelines for Fort Ord. At this time, the team will compile all pertinent data and transfer it into the hands of the FORA staff, including geospatial data, base files of all deliverable, and raw public input from Metroquest and Mindmixer.

Training Sessions should be scheduled in coordination with presentations of the plans as possible to help FOR A and municipal staff become more familiar with the guidelines and how they would be administered before, or as, they are being adopted.

## SERVICES & DELIVERABLES INCLUDED IN PHASE 3

- Preparation of Draft RUDG & Master Plan
- FORA Taskforce Updates
- Presentations of Draft RUDG & Master Plan
- Revisions to create Final RUDG and Master Plan (2 rounds)
- Presentation of Final RUDG & Master Plan
- Presentation of Project Film
- Initiation of RUDG Implementation
- Training Sessions

## FINAL WORK PRODUCTS:

- Regional Urban Design Guidelines (Form-Based Code)
- Implementation / Adoption Strategy
- Copies of all Presentations
- Video Documentation
- All technical data including:
  - GIS data
  - Map files
  - Raw Work Product Documents
  - Statistical Data from Web-Based Products

## **ARTICLE II**

### **Format of Final Work Products**

Consultant shall provide final work products to Client, as follows:

- A. **Written & Graphic Documents.** Written and Graphic documents shall be printed in an appropriate hard-copy format on paper and digitally stored in an appropriate computer format such as on compact disc. Consultant will provide Client with up to two (2) printed copies on paper and a one (1) digital copy.
- B. **Additional Copies.** Additional copies of written or graphic documents, or any portion of such documents, may be provided at the cost of reproduction, including an additional fee for services at the hourly rates indicated below in Article V of this Agreement.

## **ARTICLE III**

### **Responsibilities of the Client**

The Consultant's completion of tasks herein within a timely basis is contingent on the Client's cooperation in providing available information and its participation with respect to certain project activities. The Client shall be responsible to the Consultant for the timely performance of the following tasks:

- A. Provide, on a timely basis, the Base Information requested in IV. Base Information.
- B. Provide supplementary information that may be requested from time to time during the course of the Project.
- C. Provide, supplies, equipment and facilities necessary to create an effective site visit, public meetings, and public workshop as requested below:
  - 1. For the public workshop/meetings, an appropriately sized room to accommodate the public with the required audio/visual equipment. The space must be a large, high-ceilinged room that will accommodate along the walls displays of several maps. The Consultant must have access to lighting controls and be able to darken the room. The room should be equipped with a projection screen no smaller than nine feet by twelve feet (9x12 ft.) and a working public address or sound system with microphone hook-ups. City shall also provide one (1) wireless "lavalier" clip-on microphone and one (1) wireless hand-held microphone. The auditorium and equipment should be made available to the Consultant, as needed.
  - 2. For the confidential interviews during the site visit should be held at a neutral location, such as a hotel, in three small rooms.
  - 3. For Recording of all public meetings and workshops.
- D. Provide additional table facilitators as needed for the hands-on workshop. The Consultant will provide at minimum seven (7). There should be one (1) facilitator per every ten (10) attendees to the workshop. The Consultant can accommodate seventy



(70) attendees.

- E. Provide a reasonable estimate for the attendance of the public events during the charrette. Create an RSVP list, if possible.
- F. Provide a project coordinator as a single point of contact for the Client.
- G. FORA Staff will attend and participate in project meetings upon the request of the Consultant.
- H. Provide public outreach throughout the project and soliciting the attendance of third parties whose participation the Client considers important including municipal staff and leaders from each jurisdiction within the study area.
- I. Make every effort to insure the attendance of a majority of elected officials, stakeholders, and investors at the charrette presentations.
- J. Provide appropriate meeting room(s) for the Charrette meetings, workshops, presentations, and studio workspace, including securing the space.
- K. Provide necessary refreshments for public involvement events.
- L. Promptly tender payment of all valid invoices.

## ARTICLE IV

### Base Information

**In accordance with the Scope of Services, the Consultant requests that the Client provide at minimum the following Base Information:**

- A. *SCALE BASE MAP INFORMATION*, in digital format, indicating existing conditions of the project area and context, including significant features above and below the ground, environmental constraints, archaeological sites, utility locations, etc. Maps should specifically include ArcGIS information of the project area indicating any property lines, easements, and any existing building footprints and heights, roadways, sidewalks, driveways, curbs and curb cuts, alleys, and traffic control devices, street signage, and current parking. The Consultant will work with FORA's GIS Services to obtain necessary base map information.
- B. *AERIAL PHOTOGRAPHS*, preferably in color, in plan view and at the largest possible scale.
- C. *RELEVANT EXISTING REGULATIONS*, which may constrain zoning, land use, or previous development proposals envisioned or supported by this Project, and relevant published comments of local government officials and administrators regarding such constraints for all municipalities and jurisdictions.
- D. *ANY OTHER RELEVANT DATA*, including pertinent portions of previous local zoning approvals, covenants, and previous site studies, traffic studies, infrastructure studies, market feasibility studies, historical background, etc.

Upon commencement of the Project, the Client shall provide the Consultant with the above information. The Client represents to the Consultant that it may depend upon the accuracy and completeness of the information so provided. If the Client is unable to provide any of the requested information, it shall immediately contact the Consultant to determine whether such information is reasonably necessary and how such information might otherwise be obtained. If the Consultant considers the requested information reasonably necessary for the project and the Client remains unable to provide such information, then the Consultant may prepare or obtain such information as an additional service.

## ARTICLE V

### Payments and Additional Services

- A. Payments.** The Consultant shall submit monthly invoices to the Client for professional services rendered to date on a monthly basis. Invoices shall include percent completion per task and shall cover professional services completed and reimbursable expenses incurred to the date of the invoice. Such invoices shall be paid in full promptly upon receipt.
- B. Additional Services.** Additional services that the Client may authorize and which Consultant has not expressly agreed to provide, unless subject to a written change order, shall be considered outside the scope of this Agreement. Such additional services shall be billed to Client at the hourly rates indicated below in Section C of this Article. Consultant will present Client with a monthly invoice for additional fees whenever additional services have been provided.
- C. Hourly Rate Schedule.** Where this Agreement provides for Client's payment to Consultant of compensation on an hourly basis, professional fees shall accrue and compensation shall be paid in accordance with the following hourly rate schedule. Consultant reviews its hourly rates each calendar year, and reserves the right to modify its rate schedule at such time. Consultant will provide Client with written notification in advance of any such change.

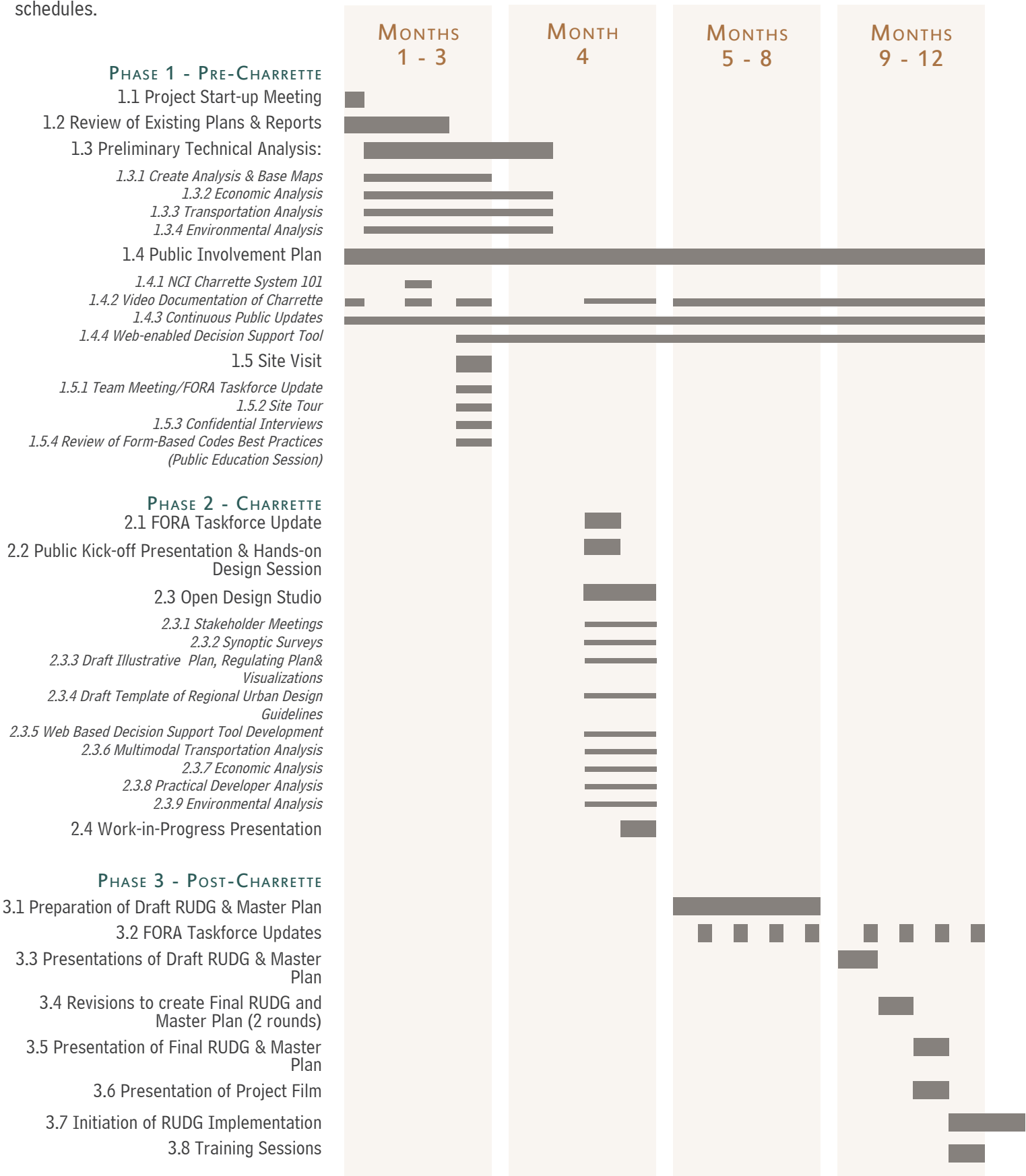
# COST PROPOSAL

		Hourly Rate	Phase I (Hours)					Phase II (Hours)				Phase III (Hours)							Total Hours	Proposed Cost
			Task	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	3.1	3.2	3.3	3.4	3.5	3.6		
<i>Dover, Kohl &amp; Partners</i>	<i>Victor Dover</i>	\$375	2				34	8	4	86	6	4		4		4		20	172	\$64,500
	<i>Project Director</i>	\$150	2	16	8	24	34	8	4	94	6	24	35	8	8	16	48	343	\$51,450	
	<i>Director of Design</i>	\$140						8	4	94		12			8				126	\$17,640
	<i>Town Planner</i>	\$90	2	24	24	72	34		4	102	10	32			24	24	16		376	\$33,840
	<i>Town Planner</i>	\$90							4	102		32			24				162	\$14,580
<i>Alta</i>	<i>Principal</i>	\$210	2								4			4				10	\$2,100	
	<i>Managing Engineer</i>	\$165	2	24			34			90	25			25				200	\$33,000	
	<i>Project Engineer</i>	\$100		32							32			32				96	\$9,600	
<i>Strategic Economics</i>	<i>Principal</i>	\$190	2	8			34			90	4			4				142	\$26,980	
	<i>Sr. Associate</i>	\$170	2	24							24			24				74	\$12,580	
	<i>Associate.</i>	\$120		24							32			32				88	\$10,560	
<i>Helix</i>	<i>Principal Planner</i>	\$205	2	8			19			53	8			4	18			112	\$22,960	
	<i>Environ. Planner</i>	\$100		24							24			24				72	\$7,200	
<i>Castle &amp; Cooke</i>	<i>President</i>	\$200	2	8						60	4					10		84	\$16,800	
	<i>Vice President</i>	\$200	2								4					10		16	\$3,200	
<i>P. Katz</i>	<i>President</i>	\$250	2							34	12			4		8		60	\$15,000	
<i>J. Speck</i>	<i>President</i>	\$280	2							34	12			8		15		71	\$19,880	
<i>B. Lennertz</i>	<i>President</i>	\$250	2			22				32							16	72	\$18,000	
<b>Total Fee:</b>																		<b>\$379,870</b>		
<b>Reimbursable Expenses:</b>																		<b>\$60,000</b>		
<b>TOTAL:</b>																		<b>\$439,870</b>		

# PROJECT SCHEDULE

Based on the series of tasks outlined in the Proposed Scope of Work we have developed a tentative production schedule to complete the Regional Urban Design Guidelines on the former Fort Ord. This proposed schedule is a draft and can be revised in consultation with FORA staff.

*Note: Adoption of Guidelines by Municipalities may extend beyond 12 months and will be determined by individual municipality adoption schedules.*



**GENERAL PROVISIONS**

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1. **INDEPENDENT CONSULTANT.** At all times during the term of this Agreement, CONSULTANT shall be an independent Consultant and shall not be an employee of FORA. FORA shall have the right to control CONSULTANT only insofar as the results of CONSULTANT'S services rendered pursuant to this Agreement.
2. **TIME.** CONSULTANT shall devote such services pursuant to this Agreement as may be reasonably necessary for satisfactory performance of CONSULTANT'S obligations pursuant to this Agreement. CONSULTANT shall adhere to the Schedule of Activities shown in Exhibit "A".
3. **INSURANCE.**
  - a. **MOTOR VEHICLE INSURANCE.** CONSULTANT shall maintain insurance covering all motor vehicles (including owned and non-owned) used in providing services under this Agreement, with a combined single limit of not less than \$100,000/\$300,000.
4. **CONSULTANT NO AGENT.** Except as FORA may specify in writing, CONSULTANT shall have no authority, express or implied to act on behalf of FORA in any capacity whatsoever as an agent. CONSULTANT shall have no authority, express or implied, pursuant to this Agreement, to bind FORA to any obligation whatsoever.
5. **ASSIGNMENT PROHIBITED.** No party to this Agreement may assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and of no effect.
6. **PERSONNEL.** CONSULTANT shall assign only competent personnel to perform services pursuant to this Agreement. In the event that FORA, in its sole discretion, at anytime during the term of this Agreement, desires the removal of any person or persons assigned by CONSULTANT. CONSULTANT shall remove any such person immediately upon receiving notice from FORA of the desire for FORA for the removal of such person or person.
7. **STANDARD OF PERFORMANCE.** CONSULTANT shall perform all services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner of the profession in which CONSULTANT is engaged in the geographical area in which CONSULTANT practices his profession. All products and services of whatsoever nature, which CONSULTANT delivers to FORA pursuant to this Agreement, shall be prepared in a thorough and professional manner, conforming to standards of quality normally observed by a person practicing in CONSULTANT'S profession. FORA shall be the sole judge as to whether the product or services of the CONSULTANT are satisfactory but shall not unreasonably withhold it's approval.
8. **CANCELLATION OF AGREEMENT.** Either party may cancel this Agreement at any time for its convenience, upon written notification. CONSULTANT shall be entitled to receive full payment for all services performed and all costs incurred to the date of receipt entitled to no further compensation for work performed after the date of receipt of written notice to cease work shall become the property of FORA.
9. **PRODUCTS OF CONTRACTING.** All completed work products of the CONSULTANT, once accepted, shall be the property of FORA. CONSULTANT shall have the right to use the data and products for research and academic purposes.
10. **INDEMNIFY AND HOLD HARMLESS.** CONSULTANT is to indemnify, defend, and hold harmless FORA, its officers, agents, employees and volunteers from all claims, suits, or actions of every name, kind and

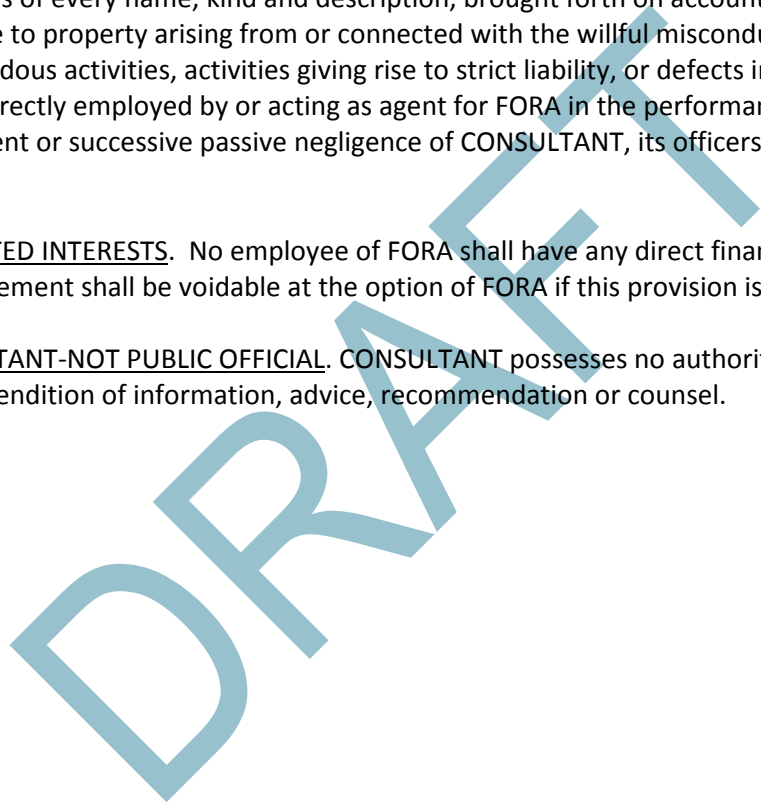
description, brought forth on account of injuries to or death of any person or damage to property arising from or connected with the willful misconduct, negligent acts, errors or omissions, ultra-hazardous activities, activities giving rise to strict liability, or defects in design by the CONSULTANT or any person directly or indirectly employed by or acting as agent for CONSULTANT in the performance of this Agreement, including the concurrent or successive passive negligence of FORA, its officers, agents, employees or volunteers.

It is understood that the duty of CONSULTANT to indemnify and hold harmless includes the duty to defend as set forth in Section 2778 of the California Civil Code. Acceptance of insurance certificates and endorsements required under this Agreement does not relieve CONSULTANT from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply whether or not such insurance policies have been determined to be applicable to any of such damages or claims for damages.

FORA is to indemnify, defend, and hold harmless CONSULTANT, its employees and sub-consultants, from all claims, suits, or actions of every name, kind and description, brought forth on account of injuries to or death of any person or damage to property arising from or connected with the willful misconduct, negligent acts, errors or omissions, ultra-hazardous activities, activities giving rise to strict liability, or defects in design by FORA or any person directly or indirectly employed by or acting as agent for FORA in the performance of this Agreement, including the concurrent or successive passive negligence of CONSULTANT, its officers, agents, employees or volunteers.

11. PROHIBITED INTERESTS. No employee of FORA shall have any direct financial interest in this agreement. This agreement shall be voidable at the option of FORA if this provision is violated.

12. CONSULTANT-NOT PUBLIC OFFICIAL. CONSULTANT possesses no authority with respect to any FORA decision beyond the rendition of information, advice, recommendation or counsel.



**- END -**

**DRAFT  
BOARD PACKET**



# FORT ORD REUSE AUTHORITY

920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

Phone: (831) 883-3672 | Fax: (831) 883-3675 | [www.fora.org](http://www.fora.org)

## MCWD/FORA Facilities Agreement and Ord Community ~~Budget~~ Outstanding Policy Issues Memorandum

### 1. Establishing an Ord Community Rate Payer Advisory Committee

MCWD staff has committed to bring this item to the District Board in ~~July~~ August 2014 for discussion and guidance forward.

**Steps Forward:** MCWD will provide an update during the month of August/September 2014 on the District Board's direction and outline their plan to establish an advisory committee.

### 2. FORA Voluntary Contribution v. MCWD Capacity Charge

This issue has been well documented in FORA Board reports describing the FORA Capital Improvement Program and Ord Community budget. MCWD met with representatives of the development community regarding their proposed capacity charge. MCWD informed FORA that developers have reached a level of comfort with the MCWD proposed capacity charge. FORA staff and consultants concur that the proposed capacity charge is adequate to fund Ord Community capital expenses, and provides a more efficient way forward to develop an augmented water source. FORA is not required to repay any previous collected fees because it was never contractually obligated to collect it. As described in the FORA Capital Improvement Program, separate developer fees fund CEQA mitigations required under the Base Reuse Plan, so a source remains available to FORA to supplement water augmentation dollars should an agreement be made with MCWD or other provider.

**Steps forward:** The FORA CFD/developer fee was reduced simultaneously/commensurately (adopted with the FY 2014/15 FORA CIP), to avoid double charging the FORA Developer Fee/MCWD Capacity Charge (both effective 7/5/14). The FORA Board approved this reduction on June 20, 2014. The MCWD Board approved its capacity charge increase on June 27, 2014.

### 3. Ord Community Annexation and Associated Customer Voting Rights

MCWD has begun the annexation process under the auspices of LAFCO. The LAFCO process requires development of a Service Area Study before initiating further steps. MCWD has complied with LAFCO requests and awaits further instruction from LAFCO. MCWD has included in its approved five year strategic plan the goal of annexing the Ord Community (Strategic Goal 6.1 attached). An overall timeline for the LAFCO Annexation process and an outline of tasks to be accomplished during the coming year is attached. The ultimate goal is to provide appropriate representation and voting power to all system customers.

Additionally, the Seaside County Sanitation District has ~~applied~~ approached to LAFCO ~~to~~ regarding annexing the sewer system within the City of Seaside's jurisdiction on Fort Ord. LAFCO has directed the ~~City District~~ and MCWD to work together to resolve boundary issues. A joint ad-hoc meeting of the MCWD and SCSD Boards was held July 8<sup>th</sup> and updates on progress will be periodically provided.

**Steps Forward:** MCWD will continue to update the Administrative and/or WWOC on progress made with SCSD and LAFCO, including meeting the tasks outlined in their timeline. The FORA/MCWD facilities agreement outlines four evaluation criteria for the WWOC annual review of MCWD. Progress made toward annexation could be considered under the provision for Timely and Accurate Quarterly and Annual Operational Reports and quarterly progress reports could be made to the FORA Board.



#### 4. Water Augmentation Timing and Alternatives

~~The MCWD budget, rates and fees must be approved in order for the two agencies to begin serious discussion of water augmentation timing and alternatives.~~ Failure of the so called 'regional desalinization project' to move forward necessitates rethinking the approach [to water augmentation alternatives that](#) MCWD and FORA want to take. The Peninsula is proceeding with another desalinization project with California American Water Company as Lead Agency. It is possible that a portion of Fort Ord's needed water augmentation could come from that project through a form of negotiation and/or customer service agreement, but details of such an arrangement would be subject to future negotiations. It should remain as one of several options.

Another option is to default back to the so-called Regional Urban Water Augmentation Program (RUWAP), previously supported by the FORA and MCWD Boards, which is a hybrid program that contemplates use of both reclaimed and desalinated water. An agreement for the reclaimed water portion would have to be finalized with Monterey Regional Water Pollution Control Agency and the desalinated portion could be provided by the Peninsula facility cited above, expansion of the currently moth-balled MCWD plant, or agreement with one of the other entities currently contemplating desalinated water. Details would have to be negotiated to pursue or modify the current RUWAP but there is the advantage that some of the crucial CEQA analysis has already been completed.

~~Finally,~~ ~~†~~ There are [also](#) potential surface water solutions to discuss that might be cost effective while not harming the environment or posing a threat to water quality. FORA staff have suggested that now is the right time for MCWD to begin making a series of educational presentations to the FORA Board about these various ~~alternativ~~[approaches](#), and MCWD has agreed to provide a presentation at the ~~August~~ [September](#) FORA Board meeting ~~with~~ following ~~its~~ presentations at [the July 2014 FORA Board Meeting, with additional presentations at](#) regular intervals [to flesh out all potential approaches](#). A master schedule for these presentations can be prepared.

MCWD has [also](#) outlined five steps to be undertaken in the next five years (Strategic Plan Elements 1.1 through 1.5, attached). The five-year Strategic Plan was approved [by the MCWD Board](#) earlier this year and MCWD has begun working to complete Task 1.1. It is contemplated that there will be a cost associated with building any targeted facilities necessitating a revenue stream provided primarily by a combination of future users of the augmented water, FORA CEQA contribution, and existing rate payer base. MCWD will provide [more detailed](#) modeling for such an approach that includes [the](#) effect on all parties [of the different approaches](#). [Similarly, the FORA Board may wish to study the pro and con of setting aside a certain percentage of the CEQA required water augmentation portion of the developer fee \(similar to the 25% set aside for habitat management\). This might lower the amount of dollars available to other FORA CEQA mitigations \(Transportation/Transit, etc.\) but would assure set aside of funding prior to legislated FORA sunset in 2020.](#)

~~**Steps Forward:** FORA staff has recommendeds that the FORA Board consider setting aside a certain percentage of developer fees, similar to the 25% set aside for habitat management. That would lower the amount of fee available to other CEQA mitigations (such as transportation/transit, etc.), but would assure funding prior to FORA's sunset for CEQA required water augmentation. The FORA Board has not taken a position one way or another and may consider this as a part of the FY 2015/16 CIP. MCWD is preparing a more detailed analysis of the major 'approaches,' and possible combinations of these approaches.~~

#### 5. Use of Reserves and Cost Center Loans

The ~~last~~ Compensation Plan the FORA Board adopted ~~was~~ in September ~~of~~ 2012. ~~The plan~~ was adopted with direction from the FORA Board to recover costs through the use of operating reserves. The

consultant who performed the recent MCWD Rate Study has indicated that MCWD reserves have dropped to a level that is below industry standard. ~~If the~~ current rate increase ~~proposal goes~~ went into effect July 5, 2014, indicating this issue will be solved over time by replenishing of the reserves. A portion of the prior reserves were applied by MCWD to covering legal and other costs related to unwinding the 'failed regional desalinization' project. It is currently ill advised for MCWD to continue to operate with low reserve capacity, but they hope to recover some of the dollars invested in the prior project as credits in any future settlement, legal resolution or negotiated future project, and those dollars could be credited back to reserves, potentially accelerating construction of needed CIP projects. It is likely that it will take another year or two for this issue to be fully resolved in the courts or otherwise.

**Steps Forward:** Approval of the ~~current~~previous proposed budget ~~will~~ begins the process of funding the depleted reserve accounts.

#### **6. Facilities Agreement Language re: Three Month Budget Review Period**

The 1998 Facilities Agreement states that "MCWD's General Manager shall submit a proposed budget to the committee (WWOC)...by March 30 of every year" and further states "FORA shall respond to MCWD within three months after receiving a proposed budget...FORA's response shall state whether FORA agrees with the proposed budget...If FORA does not agree, FORA's response shall [1] identify each disputed element, shall [2] state detailed reasons for the dispute, and shall [3] specify a resolution acceptable to FORA. If FORA does not respond within three months, the compensation plan contained in the latest submittal from MCWD shall be deemed adopted."

MCWD and FORA counsels have reviewed the agreement. MCWD's legal position is that the current budget was first proposed to FORA at the February 27, 2014 WWOC meeting and that three months concluded on May 27, 2014. FORA's position is that the submittal ~~is~~ was not complete until all questions raised by the FORA WWOC, Administrative Committee, and Board of Directors had ~~ve~~ been adequately addressed. It is clear that the Facilities Agreement language is unwieldy and does not always yield a recommendation conducive to timely analysis and adjudication. At any rate, both FORA and MCWD staffs have ~~committed to~~ continued to work collegially to provide answers to all questions that have been raised ~~by these bodies~~ and that the ultimate goal is for the two Boards to come to a meeting of the minds as to how best to go forward regarding the policy questions noted in this response. ~~It is anticipated that both Boards may take actions that protect their interests and legal positions but that will not interfere with progress moving forward.~~

In addition, MCWD conducted a five year rate study prior to preparing its 2014/15 budget. Recognizing that FORA has questions that are independent of the budget and specific to the rate study process, MCWD commits to explaining how the process was conducted and what options MCWD considered prior to adopting the final rate study.

**Steps forward:** MCWD will ~~continue to~~ work with FORA and its WWOC to further understanding of the MCWD FY 2014/15 and subsequent Ord Community budget and policy related issues. FORA and its WWOC ~~agree to~~ will separate policy issues from budget issues in future discussions. ~~Future budget discussions will not be impacted over policy issues.~~ FORA and MCWD counsels will review the Facilities Agreement language with respect to the timing of budget submittal/approval and may propose a clarifying amendment that allows for more timely analysis and review.

#### **7. Regional Project Fund Recovery**

With the exception of the discussion of reserves above, FORA policy has been that MCWD not spend any further operating or capital dollars on anything related to the former desalinization project. MCWD has

complied with this request. As MCWD believes they will recover the costs spent for the regional project, the recovery funds ~~will~~can be allocated into the proper reserve accounts once received.

**Steps Forward:** Continue to monitor legal and settlement proceedings and MCWD to make quarterly progress reports to FORA Board.

#### **8. Proposition 218 Process**

Under State law there can only be one lead agency for the state mandated 218 process. FORA recognizes that MCWD is the Lead Agency. FORA does have an interest and desire that MCWD follow the letter of the 218 law, and that all rate payers have the opportunity to avail themselves of the rights granted to them under the law. MCWD hired a 218 attorney to provide legal guidance while conducting the 2014 Prop 218 process. MCWD followed legal guidance through the entire Prop 218 process.

MCWD ~~will~~can clarify special counsel's comments that MCWD may not have had to conduct a Prop 218 process as a contract service provider. MCWD ~~will~~can clarify why both cost centers were combined when counting protests.

**Steps Forward:** While it is understood that MCWD remains the lead agency for this process, it agrees to continue providing FORA with information necessary to inform interested parties regarding procedures related to the Prop 218 process.