



# FORT ORD REUSE AUTHORITY

## REGULAR MEETING

### FORT ORD REUSE AUTHORITY (FORA) ADMINISTRATIVE COMMITTEE

Wednesday, May 30, 2018 at 8:30 a.m.

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

## AGENDA

1. CALL TO ORDER/ESTABLISHMENT OF QUORUM
2. PLEDGE OF ALLEGIANCE
3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE
4. PUBLIC COMMENT PERIOD

*Members of the public wishing to address the Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes and will not receive Committee action. Whenever possible, written correspondence should be submitted to the Committee in advance of the meeting, to provide adequate time for its consideration.*

5. APPROVAL OF MEETING MINUTES ACTION
  - a. May 16, 2018 Meeting Minutes
6. JUNE 8, 2018 DRAFT BOARD MEETING AGENDA REVIEW INFORMATION
7. BUSINESS ITEMS INFORMATION/ACTION
  - a. Building Removal Program
8. ITEMS FROM MEMBERS INFORMATION

*Receive communication from Committee members as it pertains to future agenda items.*
9. ADJOURNMENT

**NEXT MEETING: Wednesday, June 13, 2018**



**FORT ORD REUSE AUTHORITY**  
**ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES**  
**8:30 a.m., Wednesday, May 16, 2018 | FORA Conference Room**  
920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

**1. CALL TO ORDER**

Co-Chair FORA City of Seaside City Manager Craig Malin called the meeting to order at 8:31 a.m.

The following members were present:

Craig Malin\* (City of Seaside)

Layne Long\* (City of Marina)

Hans Uslar\* (City of Monterey)

Melanie Beretti\* (Monterey County)

Dino Pick\* (City of Del Rey Oaks)

Lisa Rheinheimer (MST)

Anya Spear (CSUMB)

Vicki Nakamura (MPC)

Patrick Breen (MCWD)

**2. PLEDGE OF ALLEGIANCE**

The Pledge of Allegiance was led by Mr. Malin.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

Lisa Rheinheimer, Monterey Salinas Transit director of Planning and Marketing announced MST's 2018 Community Survey which is available at [www.mstcommunitysurvey.com](http://www.mstcommunitysurvey.com) through May 21, 2018. Executive Officer Michael Houlemard informed the Committee and the public of several letters of correspondence sent to the Board concerning the date and time of the monthly FORA Board meeting. Elizabeth Caraker, City of Monterey Housing and Community Development Manager introduced newly hired Principal Planner Ms. Andy Flower.

**4. PUBLIC COMMENT PERIOD**

*Members of the public wishing to address the Administrative Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes.*

There were no public comments received.

**5. APPROVAL OF MEETING MINUTES**

**ACTION**

a. May 2, 2018 Meeting Minutes

MOTION: On motion by Committee member Uslar and second by Committee member Pick and carried by the following vote, the Administrative Committee moved to approve the May 2, 2018 meeting minutes as presented.

**MOTION PASSED UNANIMOUSLY**

**6. MAY 11, 2018 BOARD MEETING FOLLOW-UP**

**INFORMATION**

Mr. Houlemard and Assistant Executive Officer Steve Endsley staff led the discussion regarding the May 11 Board meeting and reported action taken by the Board. Staff responded to questions and comments from the Committee and the public.

This item was for information only.

**7. BUSINESS ITEM**

**INFORMATION/ACTION**

a. Regional Housing Needs Assessment

Principal Planner Jonathan Brinkmann provided a presentation on the item and distributed the "Regional Housing Needs Allocation Plan: 2014-2023" by the Association of Monterey Bay Area Governments. The Committee and public discussed and reviewed staff's recommendations for the regional housing needs: 1) Make no changes to the Base Reuse Plan (BRP); 2) Jurisdiction lead agency process to amend the BRP; 3) FORA lead agency process to amend BRP. Staff responded to questions and comments from the Committee and public. The Committee concluded that a regional discussion should take place and did not take any action on this item.

b. Building Removal Program

Mr. Brinkmann provided a presentation on the item and reviewed the remaining buildings recap, financing program and establishing a Board item for consideration. The building removal strategy was identified as "remove all of the remaining buildings" and the associated cost at \$48.8 Million. Staff indicated that FORA Board would have to approve staff and consultants to complete Building Removal Financing Program with the following:

- Draft Memorandum of Agreement (MOA) to pledge future FORA/Jurisdictions property taxes and land sales proceeds to remove about 300 buildings;
- Financing Plan to address how funding is pooled and how it is spent, prior to and after 2020; and
- Draft FORA/Jurisdictions Resolutions to authorize bond sales

FORA staff was directed to further 1). Investigate what the county is foregoing financially and what would be potential benefits; 2). Start working with a financial advisor to ascertain projections in regards to what we can be borrowed, and how it relates to future property tax.

**8. ITEMS FROM MEMBERS**

There were no items from members.

**9. ADJOURNMENT** at 9:56 a.m.

Minutes Prepared By:  
Dominique Jones  
Deputy Clerk

**- START -**

**DRAFT  
BOARD PACKET**



# FORT ORD REUSE AUTHORITY

## REGULAR MEETING

### FORT ORD REUSE AUTHORITY (FORA) BOARD OF DIRECTORS

Friday, June 8, 2018 at 2:00 p.m. | 910 2<sup>nd</sup> Avenue, Marina, CA 93933 (Carpenters Union Hall)

## AGENDA

**ALL ARE ENCOURAGED TO SUBMIT QUESTIONS/CONCERNS BY NOON JUNE 7, 2018.**

### 1. CALL TO ORDER

### 2. PLEDGE OF ALLEGIANCE *(If able, please stand)*

### 3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS, AND CORRESPONDENCE

a. Resolution of Acknowledgement

### 4. CLOSED SESSION

a. Conference with Legal Counsel – Gov. Code 54956.9(a): Marina Community Partners, LLC v. Fort Ord Reuse Authority, Monterey County Superior Court, Case No.: 18CV000871

b. Conference with Legal Counsel – Gov. Code 54956.9(a), (d)(1): Keep Fort Ord Wild v. Fort Ord Reuse Authority. Pending Litigation.

### 5. ANNOUNCEMENT OF ACTION TAKEN IN CLOSED SESSION

### 6. ROLL CALL

*FORA is governed by 13 voting members: (a) 1 member appointed by the City of Carmel; (b) 1 member appointed by the City of Del Rey Oaks; (c) 2 members appointed by the City of Marina; (d) 1 member appointed by Sand City; (e) 1 member appointed by the City of Monterey; (f) 1 member appointed by the City of Pacific Grove; (g) 1 member appointed by the City of Salinas; (h) 2 members appointed by the City of Seaside; and (i) 3 members appointed by Monterey County. The Board also includes 12 ex-officio non-voting members.*

### 7. CONSENT AGENDA

### INFORMATION/ACTION

*CONSENT AGENDA consists of routine information or action items accompanied by staff recommendation. Information has been provided to the FORA Board on all Consent Agenda matters. The Consent Agenda items are normally approved by one motion unless a Board member or the public request discussion or a separate vote. Prior to a motion, any member of the public or the Board may ask a question or make comment about an agenda item and staff will provide a response. If discussion is requested, that item will be removed from the Consent Agenda and be considered separately at the end of the Consent Agenda.*

a. Approve May 11, 2018 Meeting Minutes

**Recommendation:** Approve May 11, 2018 meeting minutes.

b. Administrative Committee

**Recommendation:** Receive a report from the Administrative Committee.

c. Veterans Issues Advisory

**Recommendation:** Receive an update from the Veterans Issues Advisory Committee.

d. Legislative Committee

**Recommendation:** Receive an update from the Legislative Committee.

e. Economic Development Report

**Recommendation:** Receive an Economic Development Report.

f. Public Correspondence to the Board

## 8. BUSINESS ITEMS

## INFORMATION/ACTION

*BUSINESS ITEMS are for Board discussion, debate, direction to staff, and/or action. Comments from the public are **not to exceed 3 minutes** or as otherwise determined by the Chair.*

- a. Consider Adoption of FORA FY 2018-19 Annual Budget – 2d Vote

**Recommendation:**

- i. Adopt fiscal year 2018-19 (FY 18-19) Annual Budget.
- ii. Consider approval of staff proposed compensation and benefit adjustments.

- b. FY 2018-19 Capital Improvement Program – 2d Vote

**Recommendation:** Take a 2<sup>nd</sup> vote adopt the Fiscal (FY) 2018-19 CIP

- c. Marina Coast Water District Budget – 2d Vote

**Recommendation:** Consider Resolution Nos. 18-XX and 18-XX adopting a Compensation Plan for Base-wide Water and Sewer Services on the Former Fort Ord.

- d. Regional Urban Water Augmentation Project Recycled Water Report

**Recommendation:** [This item will be included in the final packet]

## 9. PUBLIC COMMENT PERIOD

## INFORMATION

*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 or as otherwise determined by the Chair and will not receive Board action. Whenever possible, written correspondence should be submitted to the Board in advance of the meeting, to provide adequate time for its consideration.*

## 10. ITEMS FROM MEMBERS

## INFORMATION

*Receive communication from Board members as it pertains to future agenda items.*

## 11. ADJOURNMENT

**NEXT REGULAR MEETING: July 13, 2018 AT 2:00 P.M.**

# **Placeholder for Item 7a**

**May 11, 2018**

**Meeting Minutes**

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**This item will be included in the final Board packet.**

# FORT ORD REUSE AUTHORITY BOARD REPORT

## CONSENT AGENDA

<b>Subject:</b>	Administrative Committee	
<b>Meeting Date:</b>	June 8, 2018	<b>INFORMATION/ACTION</b>
<b>Agenda Number:</b>	7b	

### **RECOMMENDATION:**

Receive a report from the Administrative Committee.

### **BACKGROUND/DISCUSSION:**

The Administrative Committee met on May 2. The approved minutes for this meeting are provided as **Attachment A**.

### **FISCAL IMPACT:**

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

Staff time for the Administrative Committee is included in the approved annual budget.

### **COORDINATION:**

Administrative Committee

Prepared by \_\_\_\_\_ Approved by \_\_\_\_\_  
Dominique L. Jones Michael A. Houlemard, Jr.



**FORT ORD REUSE AUTHORITY**  
**ADMINISTRATIVE COMMITTEE REGULAR MEETING MINUTES**  
**8:30 a.m., Wednesday, May 2, 2018 | FORA Conference Room**  
920 2<sup>nd</sup> Avenue, Suite A, Marina, CA 93933

**1. CALL TO ORDER**

Co-Chair FORA Executive Officer Michael Houlemard called the meeting to order at 8:30 a.m.

The following members were present:

Craig Malin\* (City of Seaside)

Lisa Rheinheimer (MST)

Layne Long\* (City of Marina)

Anya Spear (CSUMB)

Hans Uslar\* (City of Monterey)

Vicki Nakamura (MPC)

Melanie Beretti\* (Monterey County)

Patrick Breen (MCWD)

Dino Pick\* (City of Del Rey Oaks)

Carl Holm\* (Monterey County)

**2. PLEDGE OF ALLEGIANCE**

The Pledge of Allegiance was led by City of Monterey Interim City Manager Hans Uslar.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

Executive Officer Michael Houlemard announced the Infrastructure Summit that was held on April 30, 2018 and the upcoming Monterey Bay Economic Partnership Regional Summit on May 3, 2018 in Watsonville. Erin Harwayne (FORA Consultant) announced a presentation by the National Planning Association "Protecting the Night Sky" on May 3, 2018 in Salinas. More information available at: [www.fora.org](http://www.fora.org).

**4. PUBLIC COMMENT PERIOD**

*Members of the public wishing to address the Administrative Committee on matters within its jurisdiction, but not on this agenda, may do so for up to 3 minutes.*

There were no public comments received.

**5. APPROVAL OF MEETING MINUTES**

**ACTION**

a. April 18, 2018 Meeting Minutes

MOTION: On motion by Committee member Pick and second by Committee member Uslar and carried by the following vote, the Administrative Committee moved to approve the April 18, 2018 meeting minutes as presented.

**MOTION PASSED UNANIMOUSLY**

**6. MAY 11, 2018 DRAFT BOARD MEETING AGENDA REVIEW**

**INFORMATION**

Mr. Houlemard and FORA staff led the discussion regarding the draft May 11 Board meeting agenda. Staff responded to questions and comments from the Committee and the public.

This item was for information only.

**7. BUSINESS ITEM**

**INFORMATION/ACTION**

- a. Capital Improvement Program (CIP) Review and Recommendations
  - i. Building Removal Program
  - ii. Draft CIP Document

Principal Planner Jonathan Brinkmann provided a presentation on draft FY 2018-2019 CIP, the Committee discussed the options provided regarding the building removal program and draft CIP document recommendations. The analysis indicated a \$17.8M funding gap between the building removal estimate and the potential FORA property tax bonding. Staff provided three recommendations for the building removal: 1) Apply Land Sales to fill funding gap, 2) Remove buildings to \$31M limit, and 3) Create revolving fund and target highest potential sites first.

Staff responded to questions and comments from the Committee and public.

Building Removal Program:

**MOTION:** On motion by Committee member Pick and second by Committee member Long and carried by the following vote, the Administrative Committee moved to recommend that FORA staff craft a Board recommendation to explore funding the removal of the remaining Fort Ord buildings that are estimated to cost \$48.8 million through but not limited to property taxes, land sales revenues, and grant funds.

**MOTION PASSED UNANIMOUSLY**

Draft CIP Document:

**MOTION:** On motion by Committee member Pick and second by Committee member Uslar and carried by the following vote, the Administrative Committee moved to approve the draft CIP document and re-affirm the transportation and transit project priorities as presented in table 2 of the draft CIP; while considering the Fort Ord Committee’s recommendation to the Monterey County Board of Supervisors concerning the funding priority and allocation for Davis Road.

AYES: Pick, Uslar, Long, Malin, Bodem  
 NOES: NONE  
 ABSTAIN: Beretti

**MOTION PASSED UNANIMOUSLY**

**8. ITEMS FROM MEMBERS**

There were no items from members.

**9. ADJOURNMENT at 9:57 a.m.**

Minutes Prepared By:  
 Dominique Jones  
 Deputy Clerk

<b>FORT ORD REUSE AUTHORITY BOARD REPORT</b>	
<b>CONSENT AGENDA</b>	
<b>Subject:</b>	Veterans Issues Advisory Committee
<b>Meeting Date:</b>	June 8, 2018
<b>Agenda Number:</b>	7c
<b>INFORMATION/ACTION</b>	

**RECOMMENDATION:**

Receive a report from the Veterans Issues Advisory Committee (VIAC).

**BACKGROUND/DISCUSSION:**

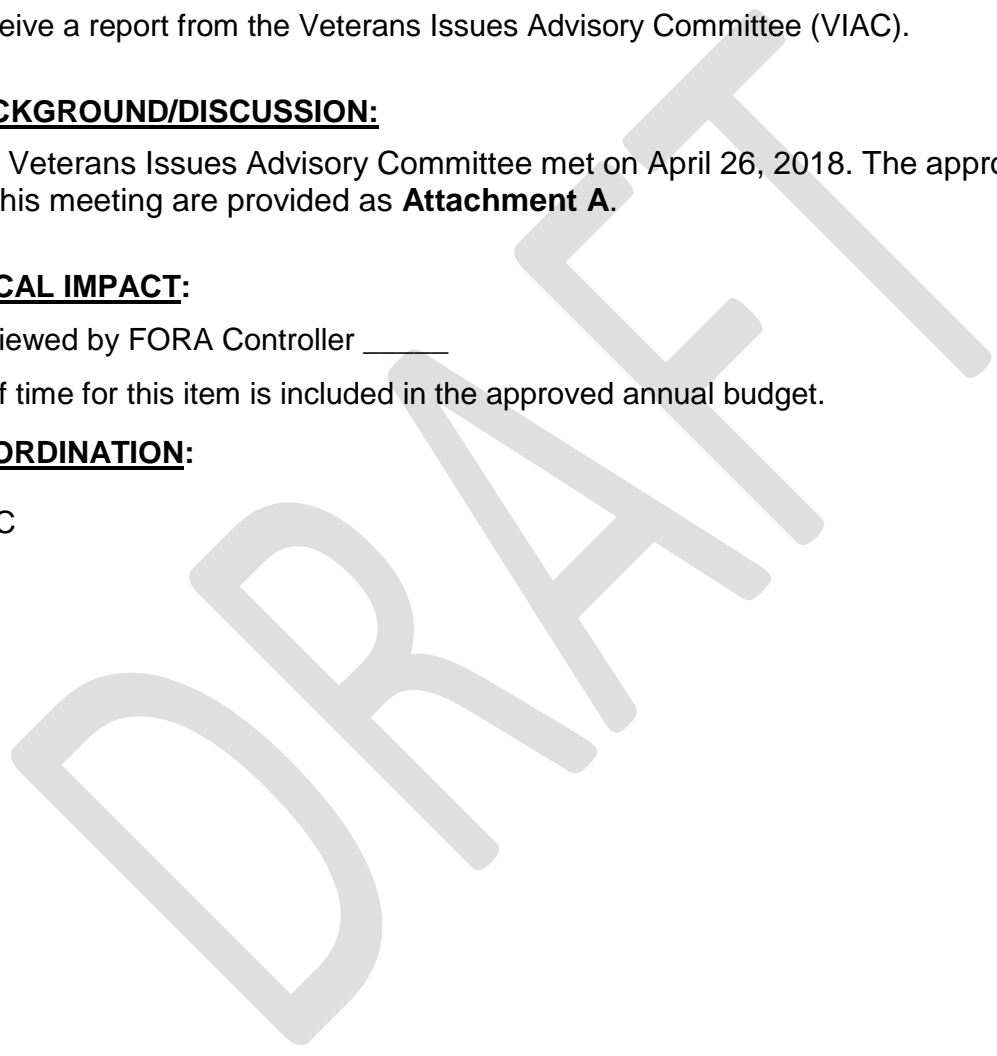
The Veterans Issues Advisory Committee met on April 26, 2018. The approved minutes for this meeting are provided as **Attachment A**.

**FISCAL IMPACT:**

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

**COORDINATION:**

VIAC



Prepared by \_\_\_\_\_  
 Heidi L. Lizarbe

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



**APPROVED**

**FORT ORD REUSE AUTHORITY  
VETERANS ISSUES ADVISORY COMMITTEE (VIAC) MEETING MINUTES  
3:00 P.M. April 26, 2018 | FORA Conference Room  
920 2<sup>nd</sup> Avenue, Suite A., Marina CA 93933**

**1. CALL TO ORDER**

Acting Chair Edith Johnson called the meeting to order at 3:00 P.M.

**Committee Members Present:**

Edith Johnson, Veterans Families/Fund Raising (*Acting Chair*)  
Sid Williams, Monterey County Military & Veterans Affairs Commission (MCM&VAC)  
Mary Estrada, United Veterans Council (UVC)  
Richard Garza, Central Coast Veterans Cemetery Foundation (CCVCF)  
James Bogan, Disabled American Veterans (DAV)  
Jack Stewart, Monterey County California Central Coast Veterans Cemetery Advisory Committee  
Ian Oglesby, US Army Veteran  
Erica Chaney, CCCVC Administrator

**2. PLEDGE OF ALLEGIANCE** led by Mary Estrada.

**3. ACKNOWLEDGEMENTS, ANNOUNCEMENTS AND CORRESPONDENCE**

None.

**4. PUBLIC COMMENT PERIOD**

There were no comments from the public.

**5. APPROVAL OF MEETING MINUTES**

a. March 22, 2018 Regular Meeting Minutes

MOTION: On motion by Committee member Sid Williams and second by Committee member Richard Garza and carried by the following vote, the VIAC moved to approve the March 22, 2018 meeting minutes.

**MOTION: PASSED UNANIMOUSLY**

**6. BUSINESS ITEMS**

a. **California Central Coast Veterans Cemetery (CCCVC) Status Report**

i. *Cemetery Administrator's Status*

Erica Chaney announced Bugles Across America, will attend and play taps at memorial services upon request. Other updates include Pest control services have begun, and a continued effort to obtain the HVAC and Fire Alarm renewal services.

The CCCVC is working on reestablishing the Memorial and Monuments Advisory Committee and will distribute applications to fill the seven vacancies; which are comprised of one Monterey County representative, one City of Seaside representative, one Fort Ord Reuse Authority (FORA) representative, two CAC representative's, and two CalVet

representative's. If a person has previously or currently serves on the committee and would like to continue new application is needed. The goal is to have the committee meet within the next month.

ii. *Veterans Cemetery Land Use Status*

Still waiting to advance the decision on the Memorandum of Understanding (MOU) and Oak Woodlands Mitigation. They currently are waiting for an appraisal to be performed by the CDVA appraiser for the mitigation parcel.

iii. *Fort Ord Committee Verbal Report: Oak Woodlands Mitigation & Endowment MOU*

Principal Analyst Robert Norris announced the MOU is still waiting to be placed on the County Board of Supervisors Fort Ord Committee Agenda.

b. **Fundraising Status**

i. *CCVCF Status Report*

Richard Garza updated the committee about the 2017 fundraising efforts, which he described as very successful.

c. **Veterans Transition Center (VTC) Housing Construction**

Jack Murphy, VTC Deputy Executive Director advised they are reapplying for an expanded Veterans Housing and Homelessness Prevention Program (VHHP) Funding from CA Department of Housing and Community Development, for Lightfighter Village, a 71-unit low and extremely low income permanent housing the VTC is seeking to build for Veteran families.

The VTC is requesting the VIAC support in form of a letter to the Board of Supervisors asking for the Housing Authority to reconsider issuing Project-Based Vouchers for Lightfighter Village. VTC agreed to draft a letter and submit to VIAC for support.

d. **VA-DOD Clinic**

Mr. Norris updated the committee about the letter of support regarding services and operations at the clinic. Mr. Norris received a response from Veterans Affairs Palo Alto Healthcare Systems, Beth Kane Program Analyst indicating they are sending the request for information up the chain. Mr. Norris will report on the item upon receipt of a response.

e. **Historical Preservation Project**

Cliff Guin advised he is recently met with Congressman Panetta, who lended his support and by looking for ways to help the program move forward. Mr. Guin met with others, who advised to go to the Army Military Museum to seek their support also.

f. **Calendar of Events**

- VTC Car Show/Open House, Saturday, May 19<sup>th</sup>, 2018 9:00am to 3:00pm.
- CCCVC Memorial Day Ceremony, Monday, May 28, 2018 at 8:00am.
- VTC Open House, Saturday, June 9<sup>th</sup>, 2018 12:00pm.
- 2018 Retiree Appreciation Day, Saturday, June 9, 2018 8:00am to 12:30pm at the General Stillwell Community Center.
- Project Welcome Home Troops, June 6-10, 2018, at the Veterans Transition Center.

7. **ITEMS FROM MEMBERS**

None.

**8. ADJOURNMENT** at 3:55 P.M.

Minutes Prepared by:  
Heidi Lizarbe  
Administrative Assistant

# **Placeholder for Item 7d**

**Legislative Committee**

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**This item will be included in the final Board packet.**

# FORT ORD REUSE AUTHORITY BOARD REPORT

## CONSENT AGENDA

**Subject:** Economic Development Report

**Meeting Date:** June 8, 2018

**Agenda Number:** 7e

**INFORMATION**

### RECOMMENDATION(S):

Receive an Economic Development (“ED”) Report.

### ECONOMIC DEVELOPMENT QUARTERLY UPDATE

#### **Background/Discussion:**

The primary goal of the Fort Ord Reuse Authority’s (“FORA’s”) current ED effort, as referenced in the 1997 Base Reuse Plan (“BRP”) and 2012 Reassessment Report (“RR”), is to assist the three-county (Monterey/Santa Cruz/San Benito) region in general and FORA jurisdictions specifically in economic recovery from the employment, business, and other economic losses resulting from the departure of soldiers, civilians, and families post Fort Ord closure. BRP projections for full recovery include: 37,000 replacement population; 15, 000+ jobs to replace military employment and soldiers; 11-12,000 homes (6160 new units); and approximately 3 million sf commercial/office.

Prior to establishing the current ED program in 2015, extensive groundwork was directed by the FORA Board and overseen by FORA staff including: securing funding, implementation, and completion of the \$98 M Environmental Services Cooperative Agreement (“ESCA”); reuse and/or removal of 3614 of 4370 military buildings (including reopening 500+ units for affordable workforce housing); transfer of 10,013 of 17,652 habitat acres for permanent preservation; construction of \$66.5M worth of new transportation infrastructure (including \$40M in grant funding); storm water outfall removal (including securing \$6M in grant funding); and continued and ongoing support for the veterans community leading to the Central Coast Veterans Cemetery, and the nation’s first Joint DoD/VA Veterans Clinic. Also, in concert with former Fort Ord jurisdictions, progress toward the above noted BRP goals to date includes: 15,717 population; 5652 jobs; 5575 homes (1384 new + 4191 reused); and 691k sf commercial. These accomplishments provide the strong foundation and equitable basis for realizing new economic development gains.

FORA’s ongoing ED strategy is based on the following key components:

- **Build upon Regional Economic Strengths** (Agriculture, Tourism, Higher Education/ Research, Military Missions)
- **Pursue New & Retain Existing Businesses/Enterprises.**
- **Engage Internal & External Stakeholders** (i.e. FORA Jurisdictions, California State University Monterey Bay (“CSUMB”), University of California Santa Cruz (“UCSC”), Monterey Bay Economic Partnership (“MBEP”), Monterey County Business Council (“MCBC”), Monterey Peninsula Chamber of Commerce (“MPCC”), and other.
- **Develop and Maintain Information Resources.**
- **Report Success Metrics.**



Per ongoing Board direction and following the strategy outlined above, staff continues to make progress on a number of key projects. The following notes summarize and highlight progress since the March 9, 2018 Economic Development Quarterly Update:

- **2018 Jobs Report.** The 2018 FORA Jobs Survey Report (released April 5, 2018) summarizes and compares 2017 and 2018 Jobs Survey outcomes as success metrics for FORA Economic Recovery Goals. Primary and secondary research techniques were used including online business searches, email surveys, and in-person/phone communications. The survey area was limited to the former Fort Ord boundary, and reported results include existing and near-term projected full-time (FT) and part-time (PT) positions. Survey results are available online at <http://ordforward.org/2018-fora-jobs-survey/>, and will be incorporated into FORA's Annual Report.

132 employers and 5652 positions were identified within the former Fort Ord boundary, representing a 14% (694 jobs) increase in total jobs since 2017, with majority being full-time positions. Business types on the former fort Ord include: professional services (42%); retail/food service (23%); education related (19%); recreation (8%); and military (6%). Military-related account for the largest employment group, followed by education-related, professional, retail and recreation. These results represent an overall 31% progress towards the 18,000 BRP post-Fort Ord jobs target.

- **UCMBEST West Campus Auction.** The University of California Santa Cruz ("UCSC") opened an auction for its 49.6-acre UCMBEST West Campus in early May. The property is directly adjacent to the Marina Municipal Airport and planned commercial development sites retained by the University. The auction process is being managed by Mahoney & Associates with a July 17, 2018 bid deadline. Questions about the property can be directed to Mahoney & Associates and/or Steve Matarazzo, UCMBEST Planning Director. More information about the auction including links to site background information is available online at <http://ordforward.org/ucmbest-west-campus-auction/>.
- **Opportunity Zones.** 9 Census Blocks in Monterey County were included in the 879 tracts nominated by Governor Brown for inclusion as Federal Opportunity Zones (8 in North County/Peninsula and 1 in South County). Tract #14102 on the south/southeast edge of the City of Marina (northern edge of the former Fort Ord) is among them. This tract includes the Marina Airport, UCMBEST, and Dunes on Monterey Bay Specific Plan Area. Downtown Seaside has 2 large tracts, and the City of Salinas has 5. These blocks, now included in the Department of Treasury designated Qualified Opportunity Zones under Internal Revenue Code (IRC) Section 1400Z-1(b)(1)(B). While the nuances of the Federal tax policy on Opportunity Zones are still being finalized we expect these zones to provide new investment to catalyze long desired infrastructure and urban development. Regular updates on this item including links to other resources are maintained online at: <http://ordforward.org/opportunity-zones/>.
- **UASIPP Update.** The Monterey Bay UASIPP team learned in early May that our proposal was not selected among the initial 10 sites chosen by the Department of Transportation. While this is a disappointment, the process of responding to the FAA call for proposal resulted in the establishment of healthy public-private partnerships to advance the drone, automation and robotics industries in the Monterey Bay Region. The coalition will continue working with our public and private sector partners to best position the Monterey Bay region for future opportunities. To this end we have initiated conversations about advancing FAA approvals for drone testing and development - leveraging the Marina

Airport and UCMBEST campus, and have begun planning a Monterey Bay Drone, Automation, & Robotics (DART) Symposium in March 2019.

- **Business Recruitment/Retention.** FORA staff continues responding to and broadly referring inquiries from businesses/contacts interested in location or relocation and reuse of former Fort Ord real estate. These efforts contribute to both recruitment of new and retention of existing regional businesses. Developer engagement in recent months includes interest in affordable housing, hospitality, and light industrial/commercial projects. Staff continues supporting airport related development interest at Marina Municipal Airport and UCMBEST. Staff is also actively engaged with business recruitment efforts through the Central Coast Marketing Team (“CCMT”) including continued development and management of TeamCentralCoast.org. This new website provides a useful web resource to support business location decisions and integrates OppSites software as an opportunity site marketing resource. Efforts are underway to prepare/package site marketing content, and strategies in collaboration with partners. Staff continues working with relevant jurisdiction staff and elected officials where appropriate to advance new and emerging opportunities.
- **Start-up Challenge Monterey Bay/California State University Monterey Bay (“CSUMB”) Collaboration.** FORA continues to support expansion of regional entrepreneurship through collaboration with CSUMB on a broad Start-up Monterey Bay initiative including high quality events throughout the year. The annual cycle of entrepreneurship events culminating in the Startup Challenge Monterey Bay kicked-off this year with the Startup Hackathon, held at CSUMB Nov 3-5. Over 110 participants spent the weekend hacking tech solutions for disaster/response/recovery. Startup Weekend Monterey Bay was held on January 29, 2018 and the Startup Challenge process kicked into gear directly thereafter. FORA hosted a Startup Challenge Workshop on Thursday March 1. The Startup Challenge culminated in the Otter Tank competition at CSUMB Salinas City Center in May 2018. [Cruz Foam](#), which transforms shrimp shell waste into the eco-friendly equivalent of styrofoam, won the Venture Division; [That Garlic Stuff](#), a homemade garlic sauce made with locally sourced garlic won the Main Street Division; [BOHO Marketplace](#) won the Student Division. More information about the Startup Challenge can be found online here: <http://ordforward.org/2018-startup-challenge-winners/>.

Other collaborations with CSUMB faculty and staff include: creation of a new Startup Monterey Bay website to facilitate continuous engagement and growth of the Startup Monterey Bay community; contribution toward planning a January 2019 Sustainable Hospitality Forum in Monterey; Continuing to cultivate relationships and interest from the visiting Costa Rica delegation (Oct 31, 2017); Development of a new Monterey Bay Eco-recreation and Tourism Region website (MBETR.org) to provide a web hub for the efforts of regional educational, business, and government officials in increasing the viability/profitability of sustainable hospitality/eco-recreation tourism in the Monterey Bay region; and continuing collaboration with planning and economic development initiatives including R&D Business park, recreation, and residential resources. The sustained growth in relationships and mutually beneficial projects and initiatives highlights value generated from working relationships with CSUMB faculty/staff.

- **Community Engagement/Jurisdiction Support.**

Community engagement/jurisdiction support remains a focus for ED staff. Staff engaged with the following processes since the March ED Progress Report:

Working with media contractor to produce Economic Development Opportunities video featuring representatives of our developer, education, business and conservation communities. This video is the 2<sup>nd</sup> in a planned 4 part series to provide easily digestible a shareable content telling the story of education centered reuse, community lead conservation and economic opportunities on the former Fort Ord. We expect to release this next video in early Q3 2018.

FORA ED staff continue supporting City of Seaside Campus Town planning in developer/consultant informational meetings, in on-going cross-jurisdictional land use optimization discussions, and in providing affordable housing information and resources to development teams. Staff also continues supporting on City request, developer interest and concept refinement for productive reuse of the former nursing quarters in the City of Seaside.

Staff worked closely with the City of Marina Airport Manager and Economic Development team to continue advancing long term development interests in and around the Marina Airport.

- **Housing Starts.** New residential development at the Dunes on Monterey Bay, Sea Haven, and East Garrison continues to gain momentum. A summary of CFD fees collected over the past 3 years and projected for FY 17/18 is provided below:

New Residential	FY 14/15 Full year	FY 15/16 Full year	FY 16/17 <i>Full Year</i>	FY 17/18 <i>Projected</i>
Total Units	89	256	317	258
Total CFD Fees	\$1,982,669	\$5,202,626	\$7,329,706	\$6,149,946

**Looking Forward**

The following events and initiatives will be in focus for the FORA economic development team in the months ahead: FAA UASIPP Follow-up/Next Steps; Business Recruitment/Retention; Jurisdiction Support; Affordable Housing Initiative Support; Monterey Bay Ecotourism Region initiative; Forbes 4<sup>th</sup> Annual AgTech Summit, Salinas July.

**FISCAL IMPACT:**

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

Funding for staff time and ED program activities is included in the approved FORA budget.

**COORDINATION:**

Administrative and Executive Committees

Prepared by \_\_\_\_\_ Approved by \_\_\_\_\_  
 Josh Metz Michael A. Houlemard, Jr.

<b>FORT ORD REUSE AUTHORITY BOARD REPORT</b>	
<b>CONSENT AGENDA</b>	
<b>Subject:</b>	Public Correspondence to the Board
<b>Meeting Date:</b>	June 8, 2018
<b>Agenda Number:</b>	7f
<b>INFORMATION/ACTION</b>	

Public correspondence submitted to the Board is posted to FORA's website on a monthly basis and is available to view at <http://www.fora.org/board.html>

Correspondence may be submitted to the Board via email to [board@fora.org](mailto:board@fora.org) or mailed to the address below:

FORA Board of Directors  
 920 2<sup>nd</sup> Avenue, Suite A  
 Marina, CA 93933

DRAFT

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

<b>Subject:</b>	Consider Adoption of FORA FY 2018-19 Annual Budget – 2 <sup>nd</sup> Vote	
<b>Meeting Date:</b>	June 8, 2018	<b>INFORMATION/ACTION</b>
<b>Agenda Number:</b>	8a	

### **RECOMMENDATION: SECOND VOTE**

- i. Adopt fiscal year 2018-19 (FY 18-19) Annual Budget ACTION
- ii. Consider approval of staff proposed compensation and benefit adjustments ACTION

### **BACKGROUND:**

The FORA Annual Budget is typically presented to the Board in May of each year. Prior to the budget being presented to the Board, the budget is first reviewed by the Finance Committee (FC). After completing their deliberations, the FC makes recommendations to the Board regarding budget matters, including the presentation format and fund availability for programmed projects, staffing, consultant support and obligations. Prior to Board consideration of those recommendations, the Executive Committee (EC), who is charged to provide Board recommendation regarding employment and personnel matters, considers staff proposed adjustments specific to staffing and/or benefit. On May 2, the FC reviewed the draft budget and the EC reviewed the compensation adjustment recommendations. At the May 11, 2018 Board meeting, on motion by Board member Gunter, second by Board member Edelen and carried 12 to 1, the Board moved to adopt the fiscal year 2018-19 annual budget and the proposed staff compensation and benefits adjustments. The motion did not receive a unanimous vote and requires a second vote.

### **DISCUSSION:**

This fiscal year budget was prepared in conjunction with the FY 18-19 CIP Budget. The CIP Budget will be presented in Business Item 8b.

The proposed budget charts with fund balance notes as directed by the FC are:

**Attachment A** - depicts the budget by individual funds

**Attachment B** - illustrates the combined funds overall budget as compared to FY 17-18 projected Budget.

**Attachment C** - itemizes expenditures and compares to projected FY 17-18 expenditures.

**Attachment D** - provides background/analysis of proposed Salary/Benefits adjustment

Significant budget impacts areas are discussed below:

The following summarizes the FY 18-19 (**Attachment A**) draft annual budget figures:

## REVENUES

- \$310,928 MEMBERSHIP DUES

In addition to State law stipulated fixed membership dues of \$224,000, FORA collects dues from Marina Coast Water District (MCWD) under contract terms.

- \$721,557 FRANCHISE FEES

This amount represents MCWD's projected FY 18-19 payments to FORA from water and sewer operations on Fort Ord and associated fees.

- \$1,129,167 ENVIRONMENTAL SERVICES COOPERATIVE AGREEMENT

FORA retains funds for ESCA remediation program completion, including remaining Economic Development Conveyance (EDC) property transfers. The draft annual budget includes the FY 18-19 ESCA regulatory response and management/related expenses.

- \$10,734,756 DEVELOPMENT FEES

This reflects jurisdictional forecasts included in the CIP FY 18-19 budget.

- \$0 LAND SALE PROCEEDS

There are no land sale revenue anticipated in the FY 18-19 CIP budget.

- \$50,000 RENTAL PROCEEDS

Rental payments from leasing projects on the Former Fort Ord, including Ord Market, Las Animas Concrete, etc.

- \$2,974,613 PROPERTY TAX

Projected property tax revenue exceeding \$1.3 million is committed to funding the CIP.

- \$161,490 INVESTMENT/INTEREST INCOME

Anticipated income from FORA bank accounts and certificates of deposit (CD) including the Habitat Management CD.

## EXPENDITURES

- \$2,902,432 SALARIES AND BENEFITS (Attachments C, D show breakdown)

Of the \$2.9M in salaries and benefits, \$519,825 is funded by ESCA. Proposed budget amount includes:

- 1) 3.0% COLA for eligible personnel. Fiscal impact up to \$69,000.  
*Eligibility: Must be full time, employed with FORA for the past 12 months.*
- 2) Retention benefit - In light of FORA's nearing sunset date, staff recommends a pool of funds to provide for employee retention, special assignments, and coverage for employee losses.
- 3) Staff Health Insurance Benefit. No change from approved FY 17-18 Budget.  
Staff recommends extension of these benefit for FY18-19.

- 4) Staffing. Fiscal impact up to \$100,000 in wages and benefits.  
Staff recommends the addition an additional staff position and a reclassification.

*\*FC acknowledges funding availability for all items and EC recommends item 1*

- \$536,025 SUPPLIES AND SERVICES (Attachment C)

This expense category is increased \$60,725 from prior year. Significant increases are:

- 1) \$28,600 – Vehicle Expenses – Staff has budgeted purchase of a used 4-wheel vehicle for use on construction sites: Surplus II, South Boundary Road, Eucalyptus Road, General Jim Moore Boulevard, and Stockade.
- 2) \$6,000 – IT/Computer Support – field computer, off-site internet, and AutoCAD
- 3) \$10,000 – Record Archiving – archiving of engineering drawings and documents.
- 4) \$6,000 – Training & Seminars – training and employee transitions.
- 5) \$6,700 – Insurance – general liability and property insurance increases.

- \$2,112,350 IN CONTRACTUAL SERVICES (Attachment C)

Contractual services increased \$656,800 from the previous FY. In addition to FORA's recurring consulting expenses such as the Annual Auditor, Public Information, Human Resources, and Legislative consultants, the budget includes increased and or significant costs for:

- 1) \$475,000 – FORA Sunset/Transition for Local Agency Formation Commission application and indemnification set aside fund, consultant fees (e.g. CEQA, financial, employee transition and legal).
- 2) \$50,000 – Authority Counsel – Review of contracts, bid documents, and procurement process.
- 3) \$110,000 – Legal/Litigation Fees and Special Practice – Easements, Right of Way, Permitting and legal advice.
- 4) \$20,000 – Economic Development – consist of \$5K for local support and an increase of \$15K toward CSUMB and related sponsorship.

- \$29,701,327 IN CAPITAL PROJECTS (Attachments B, C)

The upcoming budget includes \$9.6 for the completion of the FORA building removal obligations and includes \$2M increase in the engineer's estimate for Marina Stockade removal. The budget includes mandated/obligatory expenditures such as habitat management and UC Natural Reserve annual cost. Other capital projects are development fee collection dependent. The FY 18-19 CIP budget provides itemization and timing of capital projects.

<b>OTHER/ACCOUNTING ENTRIES/FUND DESIGNATIONS</b>
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- 1) Maintain \$6.7 million Reserve - \$5.7M to be invested in an irrevocable Section 115 Trust and \$1.0M in reserve.

- 2) Maintain \$4.7 million Reserve for operating funds.
- 3) Transfer of funds \$1,325,00 from Lease and Land Sale to CFD/Tax Developer Fee Fund (\$1,050,000) and General Fund (\$275,000).

**ENDING BALANCE/FORA RESERVE**

It is anticipated that the combined fund balance at the end of the FY 18-19 will be more than \$28.7 million. To address the FORA sunset financial obligations, the Board has designated \$6.7 million for CalPERS pension liabilities, \$4.7 million balance for operating obligations through FORA 2020 sunset; specific future designations/ spending of this \$4.7 million balance must be approved by the FORA Board. The set aside of \$17.1 million for Habitat Conservation reflects FORA Board policy of reserving 30.2 percent of the CFD fee collections for this purpose.

**COORDINATION:**

Finance Committee, Executive Committee, FORA Annual Auditor.

Prepared by \_\_\_\_\_  
Helen Rodriguez, CPA

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



**FORT ORD REUSE AUTHORITY - FY 18-19 PROPOSED ANNUAL BUDGET - BY FUND**

CATEGORY	SPECIAL REVENUE FUNDS (SRF)				TOTAL ANNUAL BUDGET
	GENERAL FUND	LEASES/ LAND SALE	CFD/Tax Developer Fees	ARMY ESCA	
<b>REVENUES</b>					
Membership Dues	310,928	-	-	-	310,928
Franchise Fees - MCWD	721,557	-	-	-	721,557
Federal Grants	-	-	-	1,129,167	1,129,167
Development Fees	-	-	10,734,756	-	10,734,756
Land Sale Proceeds	-	-	-	-	-
Rental/Lease Revenues	50,000	-	-	-	50,000
Property Tax Payments	1,300,000	-	1,674,613	-	2,974,613
Reimbursement Agreements	5,000	-	-	-	5,000
Investment/Interest Income	120,000	-	41,490	-	161,490
Other Income	-	-	-	-	-
<b>Total Revenues</b>	<b>2,507,485</b>	<b>-</b>	<b>12,450,859</b>	<b>1,129,167</b>	<b>16,087,511</b>
<b>EXPENDITURES</b>					
Salaries & Benefits	1,826,795	102,209	453,603	519,825	2,902,432
Supplies & Services	328,123	12,974	126,595	68,333	536,025
Contractual Services	1,107,589	25,690	438,062	541,009	2,112,350
Capital Projects	-	9,520,871	20,180,456	-	29,701,327
<b>Total Expenditures</b>	<b>3,262,507</b>	<b>9,661,744</b>	<b>21,198,716</b>	<b>1,129,167</b>	<b>35,252,134</b>
<b>REVENUES OVER (UNDER) EXPENDITURES</b>	<b>(755,022)</b>	<b>(9,661,744)</b>	<b>(8,747,857)</b>	<b>-</b>	<b>(19,164,623)</b>
<b>OTHER FINANCING SOURCES (USES)</b>					
Transfer In/(Out)	275,000	(1,325,000)	1,050,000	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>275,000</b>	<b>(1,325,000)</b>	<b>1,050,000</b>	<b>-</b>	<b>-</b>
<b>REVENUES &amp; OTHER SOURCES OVER (UNDER) EXPENDITURES</b>	<b>(480,022)</b>	<b>(10,986,744)</b>	<b>(7,697,857)</b>	<b>-</b>	<b>(19,164,623)</b>
FUND BALANCE-BEGINNING 7/1/18	<b>11,904,456</b>	<b>11,185,029</b>	<b>24,844,821</b>	<b>-</b>	<b>47,934,306</b>
<b>FUND BALANCE-ENDING 6/30/18</b>	<b>11,424,434</b>	<b>198,285</b>	<b>17,146,964</b>	<b>-</b>	<b>28,769,683</b>

**Fund Balances**

**Committed/Assigned for:**

CalPers Termination	\$ 6,700,000	\$ -	\$ -	\$ -	\$ 6,700,000
Operations	4,700,000	-	-	-	4,700,000
Habitat Management (HM/HCP)	-	-	17,113,239	-	17,113,239
Building Removal	-	-	-	-	-
CIP	-	198,285	33,725	-	232,010
<b>Unassigned</b>	<b>24,434</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,434</b>
<b>Ending Fund Balance</b>	<b>11,424,434</b>	<b>198,285</b>	<b>17,146,964</b>	<b>-</b>	<b>28,769,683</b>

**FORT ORD REUSE AUTHORITY - FY 18-19 PROPOSED ANNUAL BUDGET - COMPARATIVE**

CATEGORIES	FY 17-18 APPROVED MID-YEAR	FY 17-18 <u>Variances</u> <i>Projected thru 6/30/18</i>	FY 17-18 <u>PROJECTED</u>	FY 18-19 <u>PROPOSED</u>	NOTES
<b>REVENUES</b>					
Membership Dues	\$ 307,000	\$ 8,584	\$ 315,584	310,928	
Franchise Fees - MCWD	415,000	279,766	694,766	721,557	
Federal Grants	1,002,580	-	1,002,580	1,129,167	
Development Fees	6,118,763	-	6,118,763	10,734,756	
Land Sale Proceeds	-	-	-	-	
Rent Proceeds	50,000	-	50,000	50,000	
Property Taxes	2,310,835	-	2,310,835	2,974,613	
Reimbursement Agreements	5,000	-	5,000	5,000	
Investment/Interest Income	110,000	-	110,000	161,490	
<b>TOTAL REVENUES</b>	<u>10,319,178</u>	<u>288,350</u>	<u>10,607,528</u>	<u>16,087,511</u>	
<b>EXPENDITURES</b>					
Salaries & Benefits	3,845,250	-	3,845,250	2,902,432	
Supplies & Services	475,300	-	475,300	536,025	
Contractual Services	1,562,500	(107,000)	1,455,500	2,112,350	
Capital Projects (CIP)	13,043,796	(9,802,852)	3,240,944	29,701,327	
<b>TOTAL EXPENDITURES</b>	<u>18,926,846</u>	<u>(9,909,852)</u>	<u>9,016,994</u>	<u>35,252,134</u>	
<b>REVENUES &amp; OTHER SOURCES OVER (UNDER) EXPENDITURES</b>	(8,607,668)	10,198,202	1,590,534	(19,164,623)	<i>Use of Fund Balance</i>
<b>FUND BALANCES</b>					
<b>Beginning</b>	46,343,772	-	46,343,772	47,934,306	
<b>Ending</b>	\$ 37,736,104	\$ 10,198,202	\$ 47,934,306	<b>28,769,683</b>	<b>Ending Fund Balance</b>
<b>Fund Balances</b>					
<i>Committed/Assigned for:</i>					
CalPers Termination	\$ 6,700,000		\$ 6,700,000	6,700,000	
Operations	4,700,000		4,700,000	4,700,000	
Habitat Management (HM/HCP)	13,829,853		13,829,853	17,113,239	
Building Removal	3,339,000	3,309,056	6,648,056	-	
CIP	9,058,145	6,493,796	15,551,941	232,010	
<b>Unassigned</b>	<u>109,106</u>	<u>288,350</u>	<u>397,456</u>	<u>24,434</u>	
<b>Ending Fund Balance</b>	<u>\$ 37,736,104</u>	<u>\$ 10,091,202</u>	<u>\$ 47,827,306</u>	<u>28,769,683</u>	

## FORT ORD REUSE AUTHORITY - FY 18-19 PROPOSED ANNUAL BUDGET - EXPENDITURE DETAIL

EXPENDITURE CATEGORIES	FY 17-18 Approved Mid-Year	FY 17-18 Variance Projected thru 6/30/18	Projected 6/30/18	FY 18-19 Preliminary	Change from Prior Year	NOTES
	16 positions + 1 intern	16 positions + 1 intern	16 positions + 1 intern	17 positions + 1 intern		"N" indicates a new expense in FY 18-19budget
<b><u>SALARIES AND BENEFITS (S &amp; B)</u></b>						
SALARIES	1,911,684	-	1,911,684	2,038,161	126,477	3.0% COLA and Step, reclassification, new position
BENEFITS/HEALTH, RETIREMENT, OTHER	672,406	-	672,406	714,271	41,865	0.5% CalPers Employer portion increase, new position Retention, add'l assignment resulting from attrition due to sunset
TEMP HELP/VACATION CASH OUT/STIPENDS	100,000	-	100,000	150,000	50,000	
<i>SUBTOTAL S &amp; B</i>	<b>2,684,090</b>	-	<b>2,684,090</b>	<b>2,902,432</b>	218,342	
<b><u>CalPERS UNFUNDED LIABILITIES (UAL)</u></b>						
SHARE OF RISK POOL UAL - PARTIAL PAYMENT	1,161,160	-	1,161,160	-	(1,161,160)	UAL funded FY 17-18, pending 8/18 Actuarial report
<i>SUBTOTAL PERS UAL</i>	<b>1,161,160</b>	-	<b>1,161,160</b>	-	(1,161,160)	
<b><u>TOTAL SALARIES , BENEFITS AND UAL</u></b>	<b>3,845,250</b>	-	<b>3,845,250</b>	<b>2,902,432</b>	(942,818)	
<b><u>SUPPLIES AND SERVICES</u></b>						
PUBLIC & LEGAL NOTICES	8,000	-	8,000	8,000	-	
COMMUNICATIONS	8,000	-	8,000	8,000	-	
DUES & SUBSCRIPTIONS	25,000	-	25,000	25,000	-	
PRINTING & COPY	13,000	-	13,000	13,000	-	
SUPPLIES	16,000	-	16,000	16,000	-	
EQUIPMENT & FURNITURE	25,000	-	25,000	25,000	-	
<b>N</b> VEHICLE AND MAINTENANCE	-	-	-	28,600	28,600	Purchase of 4-wheel vehicle for use on construction site
TRAVEL & LODGING	33,000	-	33,000	35,000	2,000	Anticipated increase
CONFERENCE, TRAINING & SEMINARS	19,000	-	19,000	25,000	6,000	Training and employee transition
MEETING EXPENSES	15,000	-	15,000	15,750	750	Anticipated 5% rate increase
TELEVISED MEETINGS	7,000	-	7,000	7,000	-	
BUILDING MAINTENANCE & SECURITY	10,000	-	10,000	10,000	-	
FORA OFFICES RENTAL	180,000	-	180,000	180,000	-	
UTILITIES	13,500	-	13,500	14,175	675	Anticipated 5% rate increase
INSURANCE	27,300	-	27,300	34,000	6,700	Anticipated increase
PAYROLL/ACCOUNTING SERVICES	7,500	-	7,500	7,500	-	
IT/COMPUTER SUPPORT	29,000	-	29,000	35,000	6,000	Field computer, offsite internet, and AutoCAD
RECORD ARCHIVING	1,000	-	1,000	11,000	10,000	archiving of engineer drawings and plan documents
PREVAILING WAGE TECH SUPPORT/SOFTWARE	10,000	-	10,000	10,000	-	
Community Outreach/Marketing	25,000	-	25,000	25,000	-	
OTHER (POSTAGE, BANK FEES, MISC)	3,000	-	3,000	3,000	-	
<b><u>TOTAL SUPPLIES AND SERVICES</u></b>	<b>475,300</b>	-	<b>475,300</b>	<b>536,025</b>	60,725	
<b><u>CONTRACTUAL SERVICES</u></b>						
AUTHORITY COUNSEL	200,000	-	200,000	250,000	50,000	Contract reviews
LEGAL/LITIGATION FEES	125,000	-	125,000	185,000	60,000	Bid documents, and procurement process
LEGAL FEES - SPECIAL PRACTICE	25,000	-	25,000	75,000	50,000	CEQA Counsel, ROW & Easement, Real Estate Transfer
AUDITORS	24,000	(7,000)	17,000	18,850	1,850	Anticipated increase, amended grant
SPECIAL COUNSEL (EDC-ESCA)	100,000	-	100,000	100,000	-	
ESCA/REGULATORY RESPONSE/ QUALITY						
ASSURANCE	460,000	-	460,000	460,000	-	
FINANCIAL CONSULTANT	25,000	-	25,000	25,000	-	
LEGISLATIVE SERVICES CONSULTANT	43,000	-	43,000	43,000	-	
PUBLIC INFORMATION/OUTREACH	20,000	-	20,000	20,000	-	
HCP CONSULTANTS	150,000	-	150,000	150,000	-	
FORA Sunset/Transition	50,000	(25,000)	25,000	500,000	475,000	LAFCO Application Fee and Indemnification Fund, Consultants (
REUSE PLAN IMPLEMENTATION	150,000	-	150,000	150,000	-	CEQA, Financial, Employee transition and Legal).
ECONOMIC DEVELOPMENT	85,500	-	85,500	105,500	20,000	\$15K CSUMB and \$5K local support
PW WAGE CONSULTANTS	75,000	(75,000)	-	-	-	
OTHER CONSULTING/CONTRACTUAL EXP	30,000	-	30,000	30,000	-	
<b><u>TOTAL CONTRACTUAL SERVICES</u></b>	<b>1,562,500</b>	<b>(107,000)</b>	<b>1,455,500</b>	<b>2,112,350</b>	656,850	
<b><u>CAPITAL PROJECTS</u></b>						
TRANSPORTATION/OTHER CIP PROJECTS	9,293,796	(6,493,796)	2,800,000	20,180,456	17,380,456	CIP Budget
BUILDING REMOVAL	3,750,000	(3,309,056)	440,944	9,520,871	9,079,927	CIP Budget
<b><u>TOTAL CAPITAL PROJECTS</u></b>	<b>13,043,796</b>	<b>(9,802,852)</b>	<b>3,240,944</b>	<b>29,701,327</b>	26,460,383	
<b><u>TOTAL EXPENDITURES</u></b>	<b>18,926,846</b>	<b>(9,909,852)</b>	<b>9,016,994</b>	<b>35,252,134</b>	<b>26,235,140</b>	

**STAFF COST OF LIVING ADJUSTMENT**

**Staff recommends the following:**

Effective October 1, 2016, pursuant to independent human resources consultant and FC/EC recommendations, the FORA Board adjusted salary ranges to bring FORA employees to equity with other Monterey Bay Regional labor market agencies and affiliated jurisdictions. To sustain this equity, the preliminary budget includes scheduled salary step increases for eligible staff. Proposed Cost-of-Living adjustment (COLA) is provided.

**Cost-of-Living-Adjustment 3.00%**

**CPI SF-Oakland-SJ report (available data thru 2/18): 3.56%**  
**Effective date:** July 1, 2018  
**Eligibility:** Must be full-time, employed with FORA for the past 12 months.

**COLA Proposed Budget by Jurisdictions FY 18-19**

	%
City of Carmel	2.00
City of Del Rey Oaks	pending negotiations
City of Monterey	2.00
County of Monterey	3.00
City of Marina	2.50
City of Pacific Grove	-
City of Salinas	2.50
City of Sand City	pending negotiations
City of Seaside	2.00
MCWD	4.00
TAMC	3.00
LAFCO	3.00
CSUMB	3.00
Monterey One Water	2.90
MRWMD	3.00

FY 18-19 BUDGET IMPACT	
<b>68,595</b>	
\$ 59,364	Salary increase
	Benefits increase - impacts only
\$ 9,231	CalPers and Wcomp
<b>\$ 2,833,837</b>	Total S & B/No COLA
<b>\$ 2,902,432</b>	Total S & B/With COLA
<b>\$ 68,595</b>	Difference

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

<b>Subject:</b>	FY 2018-19 Capital Improvement Program – 2d Vote	
<b>Meeting Date:</b>	June 8, 2018	<b>INFORMATION/ACTION</b>
<b>Agenda Number:</b>	8b	

### **RECOMMENDATION(S):**

Take a 2<sup>nd</sup> vote to adopt the Fiscal Year (FY) 2018-19 CIP (**Attachment A**).

### **BACKGROUND/DISCUSSION:**

At its May 11, 2018 meeting, the FORA Board voted on a motion to adopt the FY 2018-19 CIP. The vote was not unanimous. According to FORA's rules, the motion must return for a second vote. In May, the FORA Board asked questions about specific building removal and transportation projects, transportation project prioritization, project funding, post-FORA project funding, and workforce housing.

The FORA Board has reviewed, considered and adopted annual CIP documents since 2001-02, as required by State law and the 1997 Fort Ord Base Reuse Plan (BRP). The BRP includes a Development and Resource Management Plan (DRMP) (BRP Vol. 1, pgs. 194 to 203), which informs and supports the CIP. The DRMP is an identified BRP Final Environmental Impact Report mitigation for impacts on local water supplies and anticipated increased travel demand on the regional transportation system. The DRMP also includes a section about the CIP, stating: "FORA shall annually update the CIP to reflect the proposed capital projects. The extension of infrastructure shall be made on a first-come-first-served basis consistent with funding capabilities and best engineering practices" (BRP Vol. 1, pg. 202). Because of the DRMP's requirements, FORA staff presents an annual CIP to the FORA Board for its consideration. Staff presents the CIP in May for the Board to review the document and provide staff direction on any changes to the CIP prior to adoption.

The FORA CIP aligns FORA capital obligations (expenditures) with available revenue sources. FORA's key capital obligations include: Transportation/Transit, Water Augmentation, Habitat Conservation Plan endowment set aside, and Building Removal.

The FORA Administrative Committee is an advisory committee to the FORA Board. The Administrative coordinates CIP preparation with FORA staff. Individual Administrative Committee members provide annual CIP development forecasts to FORA staff. This year, the Administrative Committee confirmed the forecasts and also established a new CIP Taskforce (comprised of Administrative Committee representatives or their designees) to review potential re-prioritization of CIP programs and to review the BRP DRMP housing cap of 7,973 residential units. In particular, the Taskforce has discussed how the DRMP housing caps might be amended to allow implementation of County and City General Plans, which have the potential to exceed the 7,973 residential units on Fort Ord. The Taskforce met on April 18 and May 2, 2018. The Taskforce is recommending that the Administrative Committee consider a joint planning effort among FORA, its Jurisdictions, and Monterey Bay Economic Partnership that starts with a Regional Housing Needs Assessment and develops a path ahead that seeks to meet the community needs for housing and jobs. Staff will convey any Administrative Committee recommendations to the FORA Board. The Committee recommended that FORA

staff craft a Board recommendation to explore funding the removal of remaining Fort Ord buildings (estimated cost of \$48.8 million), which may include property taxes, land sales revenue, and grant funds. Staff will prepare this item for the June 8, 2018 Board meeting.

At its May 2, 2018 meeting, the FORA Administrative Committee reviewed the FORA FY 2018-19 CIP and recommended FORA Board approval. The Committee's motion for approval included the following note: After considering the draft letter concerning Davis Road funding priority and allocation recommended by the County Fort Ord Committee to the Monterey County Board of Supervisors, the Administrative Committee reaffirmed Transportation and Transit project priorities presented in Table 2 of the draft CIP. Significant CIP changes this year include:

- Planning horizon from 2018-19 to 2028-29 to facilitate FORA transition planning;
- Incorporation of 2017 FORA Fee Reallocation Study project list, cost estimates, and FORA allocation funding;
- Construction funding for South Boundary Road and the General Jim Moore Boulevard/South Boundary Road intersection;
- Transit Vehicle Purchases of \$500,000;
- Planning funding for the Northeast-Southwest Connector (formerly Eastside Parkway);
- Planning funding to reimburse the City of Marina as they plan Del Monte Blvd. Extension; and
- Building Removal funding for Marina Stockade and Seaside Surplus II.

**FISCAL IMPACT:**

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

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

**COORDINATION:**

Authority Counsel, Administrative and Executive Committees, land use jurisdictions.

Prepared by \_\_\_\_\_ Reviewed by \_\_\_\_\_  
Jonathan Brinkmann Steve Endsley

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

## I. INTRODUCTION

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

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

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

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

### **Periodic CIP Review and Reprogramming**

National, regional, and local markets such as the housing market affect recovery forecasting. However, annual jurisdictional forecast updates remain the best method for CIP programming since individual on-base FORA members negotiate development agreements and schedules. As such, FORA reviews and adjusts its jurisdictional forecast-based CIP annually to reflect local project implementation and depends upon the jurisdictions’ understanding of local, regional,

and national market changes. The protocol for CIP review and reprogramming was adopted by the FORA Board on June 8, 2001. Appendix A defines how FORA and its member agencies review reuse timing to forecast revenue. A March 8, 2010 revision incorporated additional protocols by which projects could be prioritized or placed in time. Once approved by the FORA Board, this CIP sets project priorities.

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

### **CIP Development Forecasts Methodology**

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

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



### 1) CIP Costs

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

### 2) CIP Revenues

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

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

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

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

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

- a) \$72M in roadway and transit improvements, including underground utility installation and landscaping, funded by US Department of Commerce – Economic Development Administration (EDA) grants (with FORA paying required local match), FORA CFD fees, loan proceeds, payments from participating jurisdictions/agencies, property tax payments (formerly tax increment), and a FORA bond issue. These improvements include the MBEST Research Drive project which pre-dated the FORA CIP.
- b) \$1.6M in storm drainage system improvements to design and construct alternative storm water runoff disposal systems that allowed for the removal of storm water outfalls.

- c) \$31.5M to date in building removal at the Dunes on Monterey Bay, East Garrison, Imjin Parkway, and Imjin Office Park site. \$19.4M credit to future land sale is allocated for Marina Community Partners' Dunes on Monterey Bay phases II and III.
- d) \$13.8M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, and Water Augmentation obligations, including the recently approved pipeline funding in conjunction with Marina Coast Water District and Monterey 1 Water.
- e) \$1.1M in fire-fighting enhancement with the final payment on the lease-purchase of five pieces of fire-fighting equipment which were officially transferred to the appropriate agencies (Cities of Marina, Seaside and Monterey, Ord Military Community, and Salinas Rural Fire District) in April 2014.

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

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

**PHOTO**

## **II. Obligatory Program of Projects**

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

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

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

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

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

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

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

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

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

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

## **(1) Transportation**

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

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

## (2) Transit

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

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



Figure 1: 2017 Transportation Map and Remaining Projects

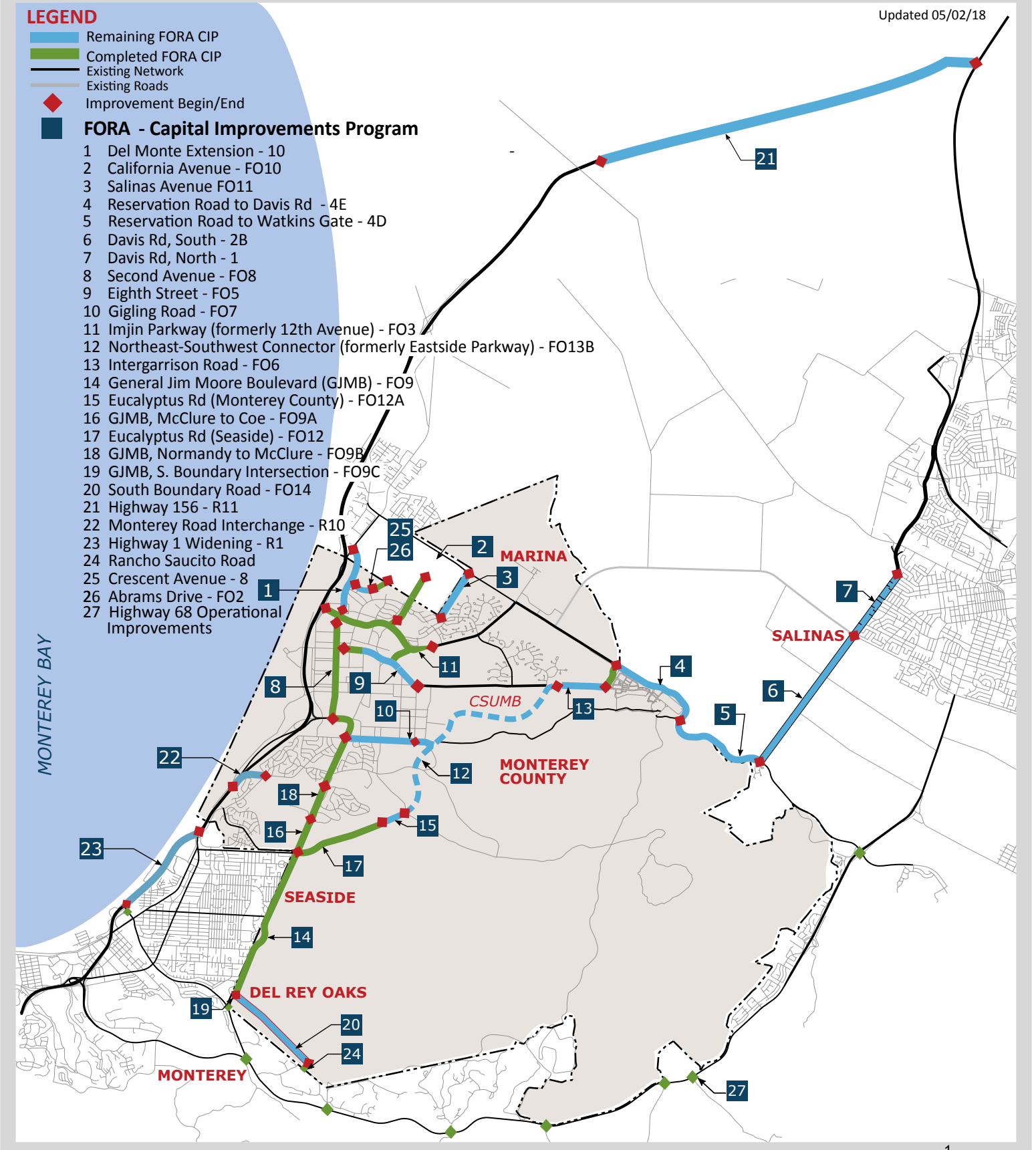


Figure 2: 2017 Remaining Transportation Obligations (FORA Lead)

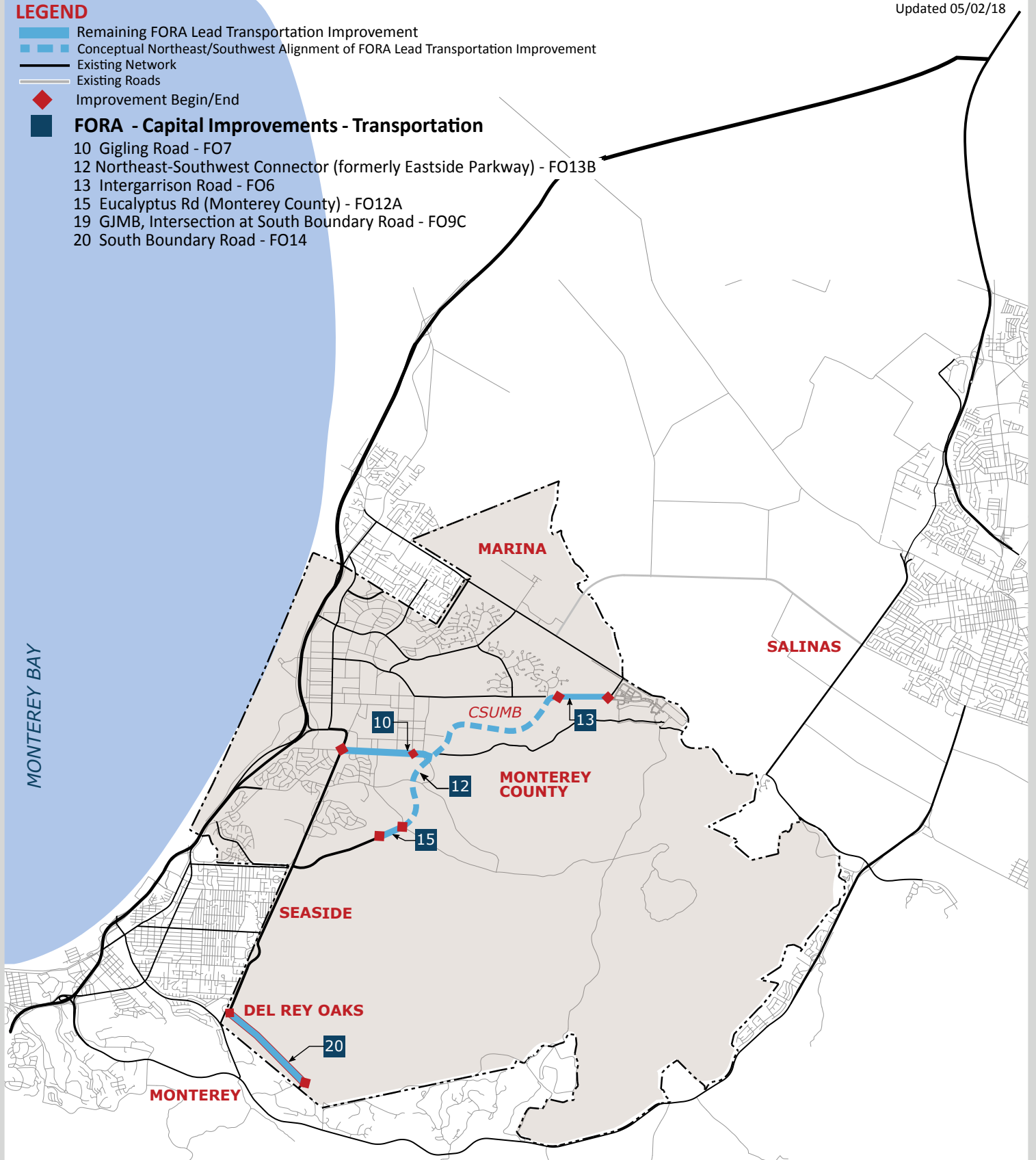
**LEGEND**

- Remaining FORA Lead Transportation Improvement
- Conceptual Northeast/Southwest Alignment of FORA Lead Transportation Improvement
- Existing Network
- Existing Roads
- Improvement Begin/End

Updated 05/02/18

**FORA - Capital Improvements - Transportation**

- 10 Gigling Road - FO7
- 12 Northeast-Southwest Connector (formerly Eastside Parkway) - FO13B
- 13 Intergarrison Road - FO6
- 15 Eucalyptus Rd (Monterey County) - FO12A
- 19 GJMB, Intersection at South Boundary Road - FO9C
- 20 South Boundary Road - FO14



## **b) Water Augmentation**

### **Background**

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

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

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



recycled water project, and a hybrid project (containing components of both recycled water and desalination projects).

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

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

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

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

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

was executed between FORA and MCWD whereby FORA would fund up to six million (\$6M) of the cost of constructing a pipeline able to provide recycled water to the Fort Ord land use jurisdictions.

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

## **CURRENT STATUS**

### **RUWAP Recycled**

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

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

### **RUWAP Other**

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

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

### c) Storm Drainage System Projects

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

### d) Habitat Management Requirements

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

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

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

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

As part of the FY 2010/11 FORA CIP Review process conducted by EPS, TAMC, and FORA, at the FORA Board's April 8, 2011 direction, \$18.8 million in current dollars was included as a CIP contingency for additional habitat management costs should the assumed payout rate for the

endowment be 1.5% less than the current 4.5% assumption. It is hoped that this contingency will not be necessary, but USFWS and CDFW are the final arbiters as to what the final endowment amount will be, with input from FORA and its contractors/consultants. The final endowment amount is expected to be agreed upon in the upcoming fiscal year. FORA's annual operating budget has funded the annual costs of HCP preparation, including consultant contracts. HCP preparation is funded through non-CFD/Development fee sources such as FORA's share of property taxes.

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

**e) Fire Fighting Enhancement Requirements**

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

**f) Building Removal Program**

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

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

In FY 2001/02, the FORA Board established a policy regarding building removal obligations. Per Board direction, building removal is funded by land sales revenue and/or credited against land sale valuation. In the City of Marina, since 2005, FORA obligated itself to fund \$46 million in World

War II wooden building removal through a combination of cash payments and credits to land value. FORA was also obligated to fund \$2.1 million of East Garrison building removal.

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

- In August 2005, FORA entered into an MOA with the City of Marina Redevelopment Agency (now Successor Agency) and Marina Community Partners (MCP) assigning to FORA \$46 million in building removal costs within the Dunes on Monterey Bay (Dunes) project and to MCP the responsibility for the actual removal. In 2006, FORA and MCP entered into a Reimbursement Agreement governing the implementation of the \$46 million in building removal. Under the Reimbursement Agreement, FORA's maximum obligations were \$22 million in cash and \$24 million in land sales credits. To date, MCP has only partially performed its obligation to deconstruct \$46 million in buildings in the amount of \$26.6 million. FORA paid \$22 million cash and MCP received \$4.6 million in land sale credits out of a total \$24 million in available credits for building removal costs. Both agreements contained removal timing requirements and revenue timing requirements which to date have not been met by the developer. Nevertheless, FORA maintains \$19.4 million in future land sales value, which it will credit to MCP when it fulfills its purchase and deconstruction obligations.
- In February 2006, FORA entered into an MOA with Monterey County, the Monterey County Redevelopment Agency, and East Garrison Partners (EGP). In this MOA, EGP agreed to undertake FORA's responsibility for removal of certain buildings in the East Garrison Specific Plan for which they received a credit of \$2.1 million against FORA's portion of land sale proceeds. Building removal in the East Garrison project area is now complete. The property was acquired by a new developer and the MOA has been reassigned to them.

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

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

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

**g) Water and Wastewater Collection Systems**

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

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

**h) Property Management and Caretaker Costs**

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

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

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

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

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

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### III. FY 2017/18 THROUGH POST-FORA CAPITAL IMPROVEMENT PROGRAM

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





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

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

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

\*\*South Boundary Road's budget was updated to most recent engineer's opinion of probable cost.

\*\*\*Expenditures in this column are a summation of amounts invoiced as of April 2018 and amounts estimated to be invoiced by June 30, 2018.

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

PROJECT #	PROJECT TITLE	PROJECT LIMITS / DESCRIPTION	FORA BUDGET	TOTAL OFFSETS	REMAING OBLIGATION	OBLIGATION	% of OBLIGATION
				To Date		INDEXED BY CCI	COMPLETE
<b>TRANSPORTATION / TRANSIT OBLIGATION - TOTALS</b>			<b>\$ 133,772,031</b>	<b>\$ 6,776,607</b>	<b>\$ 132,017,042</b>	<b>\$ 136,360,403</b>	<b>0.0%</b>
<b>15% TRANSPORTATION CONTINGENCY</b>			<b>\$ 20,065,805</b>	<b>\$ -</b>	<b>\$ 19,802,556</b>	<b>\$ 20,454,060</b>	<b>0.0%</b>
Transportation and HCP Contingency funds are reserved for unforeseen projects costs (Munitions Removal, Utility Relocation and other unknowns)							
<b>Building Removal</b>							
<i>FORA Remaining Building Removal Obligations</i>			FORA BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
S201	Seaside Surplus II	Hazardous material identification and removal, building removal, and site restoration	5,571,616	440,944	5,130,672	5,299,471.11	8%
S202	Marina Stockade	Hazardous material identification and removal, building removal, and site restoration	4,221,400	188,583	4,221,400	4,360,284.06	0%
<b>TOTAL CUMMULATIVE BUILDING REMOVAL TO DATE</b>			<b>9,793,016</b>	<b>629,527</b>	<b>9,352,072</b>	<b>9,520,871</b>	<b>5%</b>
<b>Water Augmentation</b>							
<i>FORA Water Augmentation, BRP required CEQA Mitigations</i>			FORA BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
WA01	Pipeline Reimbursement	MCWD Recycled Water 'Pipeline' Reimbursement	8,300,000	1,058,017	7,241,983	NA	13%
WA02	Secondary Component	Secondary Component (Identification, Planning, Implementation)	157,000	-	157,000	NA	0%
WA00	General	CEQA mitigations	15,815,615	561,780	15,253,835	15,755,686	4%
<b>TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE</b>			<b>24,272,615</b>	<b>1,619,797</b>	<b>22,652,818</b>	<b>23,154,669.30</b>	<b>7%</b>
<b>Habitat Mitigations</b>							
<i>FORA Habitat Managemnet and Conservation, BRP required CEQA Mitigations</i>			FORA BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
	Joint Powers Authority Set Aside	30.2% CFD Set Aside	48,000,246	13,829,853	34,170,393	N/A	29%
	HCP Contingency	Provides interim funding for UC Fort Ord Natural Reserve until adoption of HCP endowment and potential increase to cost	20,135,005	1,251,272	18,883,733	N/A	6%
<b>TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE</b>			<b>68,135,251</b>	<b>15,081,125</b>	<b>53,054,126</b>	<b>-</b>	<b>-</b>
<b>Completed Capital Improvements</b>							
<i>Total offsets against transportation/transit network obligations per 1995 &amp; 2005 TAMC Study. Funded by EDA grant funds, state and local matching funds, revenue bond proceeds, development fees.</i>			FORA BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
8	Crescent Ave extend to Abrams*	Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2)	\$ 415,177	323,335	91,842	-	100%
FO9	General Jim Moore Blvd	Improvements to No. So. Rd / Hwy 218 Intersection + GJMB Phase 1-1V, Utility and Landscaping (FO9A, FO9B)	30,812,841	\$ 30,812,841	-	-	100%
FO3	Imjin Parkway	12th St. Improvements, Utilities, and Imjin Parkway Construction	8,247,818	8,247,818	-	-	100%
FO8	2nd Ave	2nd Ave. Roadway Improvements from Lightfighter to Imjin, Utilities	5,605,525	5,605,525	-	-	100%
FO10	California Ave.	California Ave. Roadway Improvements, and Utilities.	2,227,906	2,227,906	-	-	100%
FO12	Eucalyptus Rd.	Eucalyptus Rd. Construction from General Jim Moore Boulevard to Seaside/County Line	5,328,032	5,328,032	-	-	100%
-	South Boundary - Connector	Rancho Saucito Road - prior to 2005	1,336,241	1,336,241	-	-	100%
-	Reservation Road	Reservation Road - bike lanes	6,289,483	6,289,483	-	-	100%
-	Blanco Road	Blanco Road	2,586,767	2,586,767	-	-	100%
R12	Hwy 68 Operational Improvements	Operational Improvements at San Benancio, Laureles Grade and Corral De Tierra	312,205	312,205	-	-	100%
<b>TOTAL TRANSPORTATION COMPLETED</b>			<b>\$ 52,637,299</b>	<b>\$ 52,545,457</b>	<b>-</b>	<b>-</b>	<b>\$84,039,060 **</b>
<i>Retain/Percolate stormwater; eliminate discharge of stormwater to Monterey Bay Sanctuary. Project completed/financial obligation met in 2004. Funded by EDA grant proceeds.</i>			<b>1,631,951</b>	<b>1,631,951</b>	<b>-</b>	<b>-</b>	<b>100%</b>
<b>TOTAL STORMWATER COMPLETED</b>			<b>1,631,951</b>	<b>1,631,951</b>	<b>-</b>	<b>-</b>	<b>\$2,747,236**</b>
<i>Fire Rolling Stock purchased and transferred to jurisdictions</i>			<b>1,160,000</b>	<b>1,160,000</b>	<b>-</b>	<b>-</b>	<b>100%</b>
<b>TOTAL FIRE-FIGHTING COMPLETED</b>			<b>1,160,000</b>	<b>1,160,000</b>	<b>-</b>	<b>-</b>	<b>\$1,476,040**</b>
-	Pilot Project	1996 Fort Ord catalogue of buildings, site and building characterization -	700,000	700,000	-	-	100%
-	Dunes on Monterey Bay	2006 FORA cash obligation retired. Remaining obligation to be applied to land sales credits per contract.	46,000,000	26,574,592	19,425,408	NA - 19,425,408	58%
-	East Garrison	2006 FORA cash obligation retired. Developer completed.	2,177,000	2,177,000	-	-	100%
FO3	Imjin Parkway - Building Removal	Roadway implementation preparation and building removal -	1,289,631	1,289,631	-	-	100%
FO8	2nd Avenue - Building Removal	Roadway implementation preparation and building removal -	837,368	837,368	-	-	100%
<b>TOTAL BUILDING REMOVAL COMPLETED</b>			<b>51,003,999</b>	<b>31,578,591</b>	<b>19,425,408</b>	<b>19,425,408</b>	<b>\$47,431,970 **</b>
<b>OTHER OBLIGATION - TOTALS</b>			<b>\$ 208,634,131</b>	<b>\$ 104,246,448</b>	<b>\$ 104,484,424</b>	<b>\$ 52,100,948</b>	<b>50.0%</b>
<b>TOTAL REMAINING CAPITAL IMPROVEMENT OBLIGATION</b>			<b>\$ 362,471,966</b>	<b>\$ 111,023,055</b>	<b>\$ 256,304,023</b>	<b>\$ 208,915,412</b>	<b>31%</b>

\* City of Marina requested reallocation of \$2.8 million from Salinas Avenue to Del Monte Blvd. Extension and the remainder of Crescent Ave. Extension (\$91,842) to Del Monte Blvd. Extension per FORA-Marina Reimbursement Agreement.  
 \*\* Completed Projects indexed to approximate 2017 dollars for reference.

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

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

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

**TABLE 3: SUMMARY OF CAPITAL IMPROVEMENT PROGRAM 2018/2019- POST FORA**

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

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

**TABLE 4: COMMUNITY FACILITIES DISTRICT REVENUE**

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

# TABLE 5: LAND SALES REVENUE

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

## Estimated Land Sales

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

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

Residential Annual Land Use Construction (dwelling units)

Land Use Location & Description	Jurisdiction	Built To Date	FORECAST YEAR											Forecast	Forecast + Built	
			2018-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29			
<b>NEW RESIDENTIAL</b>																
<b>**6,160 unit cap on new residential until 18,000 new jobs on Fort Ord per BRP 3.11.5.4 (b) 2) &amp; 3.11.5.4 (c)</b>																
<b>Marina</b>																
Seahaven A (Entitled)	MAR	-	-	113	120	120	120	120	120	89	-	-	-	-	802	802
Dunes Phase 1 (Entitled)	MAR	390	72	115	-	-	-	-	-	-	-	-	-	-	187	577
Dunes Phase 2 (Entitled)	MAR	-	-	-	90	45	45	45	-	-	-	-	-	-	225	225
Dunes Phase 3 (Entitled)	MAR	-	-	-	-	45	45	45	90	90	90	30	-	-	435	435
Cypress Knolls (Entitled)	MAR	-	-	-	100	100	100	100	100	100	56	56	-	-	712	712
TAMC (Planned)	MAR	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Seaside</b>																
Seaside Resort (Entitled)	SEA	3	4	12	36	36	34	-	-	-	-	-	-	-	122	125
Surplus II (Planned)		-	-	-	10	100	100	28	-	-	-	-	-	-	238	238
26 Acre Parcel (Planned)		-	-	10	100	40	-	-	-	-	-	-	-	-	150	150
Main Gate (Planned)		-	-	10	100	35	-	-	-	-	-	-	-	-	145	145
Nurses Barracks (Planned)		-	-	40	-	-	-	-	-	-	-	-	-	-	40	40
Seaside East (Planned)	SEA	-	-	-	-	-	-	10	50	50	100	100	-	-	310	310
<b>Other</b>																
East Garrison I (Entitled)	MCO	749	120	120	120	120	120	121	-	-	-	-	-	-	721	1,470
Del Rey Oaks (Planned)	DRO	-	-	-	20	60	60	60	60	120	120	110	81	-	691	691
UC Blanco Triangle (Planned)	UC	-	-	-	110	110	20	-	-	-	-	-	-	-	240	240
Other Residential (Planned)	Various	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL NEW RESIDENTIAL</b>		<b>1,142</b>	<b>196</b>	<b>420</b>	<b>806</b>	<b>811</b>	<b>644</b>	<b>529</b>	<b>420</b>	<b>449</b>	<b>366</b>	<b>296</b>	<b>81</b>	<b>5,018</b>	<b>6160**</b>	
<b>EXISTING/REPLACEMENT RESIDENTIAL</b>																
Preston Park (Entitled)	MAR	352	-	-	-	-	-	-	-	-	-	-	-	-	-	352
Seahaven (Entitled)	MAR	121	120	7	-	-	-	-	-	-	-	-	-	-	127	248
Abrams B (Entitled)	MAR	192	-	-	-	-	-	-	-	-	-	-	-	-	-	192
MOCO Housing Authority (Entitled)	MAR	56	-	-	-	-	-	-	-	-	-	-	-	-	-	56
Shelter Outreach Plus (Entitled)	MAR	39	-	-	-	-	-	-	-	-	-	-	-	-	-	39
VTC (Entitled)	MAR	13	-	-	-	-	-	-	-	-	-	-	-	-	-	13
Interim Inc (Entitled)	MAR	11	-	-	-	-	-	-	-	-	-	-	-	-	-	11
Sunbay (Entitled)	SEA	297	-	-	-	-	-	-	-	-	-	-	-	-	-	297
Bayview (Entitled)	SEA	225	-	-	-	-	-	-	-	-	-	-	-	-	-	225
Seaside Highlands (Entitled)	SEA	380	-	-	-	-	-	-	-	-	-	-	-	-	-	380
<b>TOTAL EXISTING/REPLACE</b>		<b>1,686</b>	<b>120</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>127</b>	<b>1,813</b>	
<b>CSUMB (Planned)</b>																
		<b>2,828</b>	<b>316</b>	<b>427</b>	<b>806</b>	<b>811</b>	<b>644</b>	<b>529</b>	<b>420</b>	<b>449</b>	<b>366</b>	<b>296</b>	<b>81</b>	<b>5,145</b>	<b>7,973</b>	

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

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

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



# TABLE 8: FY 2018/2019 Property Tax Estimate

## Estimated Property Taxes

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

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

## **Appendices**

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<b>A. Protocol for Review/Reprogramming of FORA CIP</b>	<b>A-1</b>
<b>B. Building Removal Program to Date</b>	<b>A-5</b>
<b>C. Jurisdiction-Incurred Caretaker Costs Reimbursement Policy</b>	<b>A-8</b>
<b>D. Marina Coast Water District 5-Year CIP</b>	<b>A-11</b>

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

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

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

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

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

### **Evidence Based Prioritization**

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

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

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

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

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

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

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

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

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

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

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

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

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

Use this scale to rate the likeliness of completion:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

To determine the percentage change, the CCI (Construction Cost Index) of the immediately prior January is subtracted from the CCI in January of the current year to define the arithmetic value of the change (increase or decrease). This dollar amount is divided by the CCI of the immediately prior January. The

result is then multiplied by 100 to derive a percentage of change (increase or decrease) during the intervening year. The product of that calculation is the rate presented to the FORA Board.

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

## **Appendix B: Building Removal Program to Date**

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

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

### **1997 FORA Survey for Hidden Asbestos**

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

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

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

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

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

The FORA Compound and Water City Roller Hockey Rink were used as living laboratories to test the application of LBP encapsulating products. Local painting contractors were trained to apply various encapsulating products and the ease, effectiveness and expected product life was evaluated. This

information was shared with the jurisdictions, other base closure communities and the regulatory agencies so that they could use the lessons learned if reusing portions of their WWII building stock.

#### 2001 FORA Waste Characterization Protocol

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

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

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

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

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

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

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

#### 2005 The Dunes WWII Building Removal

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

#### 2006 - 2007 East Garrison Building Removal

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

#### 2007 Imjin Office Park Building Removal

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

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



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

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

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

#### 2003 – 2013 Continuing FORA support for CSUMB Building Removal Projects

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

#### 2015 FORA/Seaside Surplus II Korean War Concrete Building Removal

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

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

#### 2016 Marina Stockade Removal

In 2016 FORA staff met with the City of Marina to begin coordination for access to the Marina Stockade site which currently host Los Animas concrete production and operations under a lease from the City of Marina. Marina is taking the lead in negotiating with Las Animas for access to the building for removal. FORA commissioned the Stockade hazardous material surveys. Once the surveys were completed in

2017, FORA hired Harris and Associates to prepare plans, specifications and estimates for the Stockade Removal. FORA anticipates bidding out the Stockade Hazmat and Building Removal contractor in late 2018/early 2019.

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

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

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

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

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

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

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

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

- 2) FORA staff must provide a written response within 30 days denying or authorizing, in part or in whole, the Caretaker Costs Worksheet in advance of the expenditure. FORA may request additional information from the member jurisdiction within 15 days of receiving the Caretaker Costs Worksheet. FORA shall provide reasons for caretaker costs reimbursement denial in its written response;
- 3) Eligible costs must be within the total amount approved in the current CIP, which shall be divided into five equal amounts, one for each of the five member jurisdictions. For example, if FORA is able to allocate \$100,000 in caretaker costs in a fiscal year, each jurisdiction shall have the ability to request up to \$20,000 in caretaker cost reimbursements. If a member jurisdiction does not submit a Caretaker Costs Worksheet to FORA by January 31 of each year, it forfeits its caretaker costs allocation for the fiscal year. Such unallocated dollars shall be available through October 31 (2<sup>nd</sup> deadline) (see #1 above) to the jurisdictions who submitted Caretaker Costs Worksheets to FORA by August 31; and
- 4) FORA staff must verify completion of caretaker costs work items through site visits prior to work initiation and after work completion.

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



# FORT ORD REUSE AUTHORITY CARETAKER COST WORKSHEET

Date: \_\_\_\_\_

Jurisdiction: \_\_\_\_\_

Point of Contact: \_\_\_\_\_

Contact number/email: \_\_\_\_\_

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

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

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

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

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Marina Coast Water District

Five-Year CIP

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

Marina Coast Water District

Five-Year CIP

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

Category Legend

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

Marina Coast Water District

Five-Year CIP

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

# FORT ORD REUSE AUTHORITY BOARD REPORT

## BUSINESS ITEMS

**Subject:** Marina Coast Water District Budget - 2d Vote

**Meeting Date:** June 8, 2018

**Agenda Number:** 8c

**ACTION**

### **RECOMMENDATION(S):**

Consider Resolution Nos. 18-XX and 18-XX adopting a Compensation Plan for Base-wide Water and Sewer Services on the Former Fort Ord (**Attachment A and B**).

### **BACKGROUND/DISCUSSION:**

The FORA Board considered approval of the proposed MCWD Compensation Plan for fiscal year (FY) 2018-2019 at its last meeting. This item is returning for a second vote.

The 1998 Water Wastewater Facilities Agreement assigns Marina Coast Water District (MCWD) the responsibility to keep a fund for the Ord Community separate from the general MCWD operation. The Ord Community fund has its own line items and account numbers, giving MCWD the ability to report on revenues and expenses for the service area. The Water Wastewater Oversight Committee (WWOC) is responsible for reviewing and recommending Budgets and Compensation Plans for the Ord Community (per Section 4.2.2.5 and Section 7.1.3 of the FA). The Fort Ord Reuse Authority's (FORA's) responsibility is to state whether it agrees or disagrees with MCWD's proposed budget within 3 months of receipt and adopt by resolution the compensation plan.

The WWOC received the proposed budget on March 18, 2018, starting the three-month review period ending on June 18, 2018. Of particular note, there is no change in the capacity charge proposed in this budget. From November 2017 and January 2018, the WWOC received multiple presentations from MCWD's consultant Carollo Engineers and provided input on the 2017 Future Rate Study methodology and proposed tiers. The WWOC concluded the methodology and tiering system contemplated by MCWD was consistent with that used around the state and would not give arbitrary advantage to business or other classes of user.

MCWD underwent a Proposition 218 rate-setting process sending out notices to property owners and receiving protests. On March 12, 2018, the MCWD Board approved new district rates, fees, and charges, excluding capacity charges. The approved rate increases authorized by the Proposition 218 process are scheduled over a five-year period from 2018-2023. The increases over this term are required for capital improvement projects (CIP) and depleted reserves. This approval sets the key assumption for MCWD's rate-based revenue projections used in the 2018-19 Budget. The WWOC then considered the MCWD budget on March, 28<sup>th</sup>, April 11<sup>th</sup>, and April 25<sup>th</sup>, 2018. Due to document size, proposed budget/revisions (**Exhibit A**) can be found at:

<http://fora.org/wwoc-review.html>



The WWOC found the rate study and the budget to be in order, and in conformance with standard practices. At its April 25<sup>th</sup> meeting, the WWOC voted 4-0 to recommend the following: Adopt the proposed compensation plan for base-wide water and sewer services on the Fort Ord Community and the 5-year CIP with no capacity fee change.

**FISCAL IMPACT:**

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

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

**COORDINATION:**

WWOC, MCWD, Administrative Committee, Executive Committee

DRAFT

Prepared by \_\_\_\_\_ Reviewed by \_\_\_\_\_  
Peter Said Steve Endsley

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

**FORT ORD REUSE AUTHORITY**  
**Resolution No. 18-XX**

*A RESOLUTION OF THE GOVERNING BODY OF THE FORT ORD REUSE AUTHORITY  
Adopting the Budget and the Ord Community Compensation Plan for FY 2018-2019 not  
including Capacity Charges*

THIS RESOLUTION is adopted with reference to the following facts and circumstances:

WHEREAS, Marina Coast Water District (District) Staff prepared and presented the draft FY 2018-2019 Budget (**Exhibit A**) which includes projected revenues, expenditures and capital improvement projects for the Ord Community Water, Recycled Water and Wastewater systems, including the area within the jurisdiction of FORA and the area remaining within the jurisdiction of the U.S. Army; and,

WHEREAS, FORA is authorized by the FORA Act, particularly Government Code 67679(a)(1), to arrange for the provision of water and wastewater services to the Ord Community; and

WHEREAS, the District and FORA, entered into a "Water/Wastewater Facilities Agreement" ("the Agreement") on March 13, 1998, and have subsequently duly amended the Agreement; and,

WHEREAS, the Agreement provides a procedure for establishing budgets and compensation plans to provide for sufficient revenues to pay the direct and indirect, shortterm and long-term costs, including capital costs, to furnish the water and wastewater facilities; and,

WHEREAS, the Agreement, as amended, provides that FORA and the District will each adopt the annual Budget and Compensation Plan by resolution; and,

WHEREAS, the proposed Budget and Compensation Plan for FY 2018-2019 provides for funds necessary to meet operating and capital expenses for sound operation and provision of the water, recycled water and wastewater facilities and to enable the District to provide continued water, recycled water and sewer services within the existing service areas on the former Fort Ord. The Budget and Compensation Plan for FY 2018-2019 adopted by FORA apply only to the area within FORA's jurisdictional boundaries; and,

WHEREAS, the Water/Wastewater Oversight Committee and Administrative Committee of FORA and the District Board of Directors have reviewed the proposed Budget and Compensation Plan; and,

WHEREAS, pursuant to the Agreement, FORA and the District have adopted and implemented and acted in reliance on budgets and compensation plans for prior fiscal years; and,

WHEREAS, pursuant to the Agreement, FORA and the District cooperated in the conveyance to the District of easements, facilities and ancillary rights for the water, recycled water and wastewater systems on the area of the former Fort Ord within FORA's jurisdiction; and,

WHEREAS, the District has provided water and wastewater services on the former Fort Ord by contract since 1997, and currently provides water and wastewater services to the area of the former Fort Ord within FORA's jurisdiction under the authority of the Agreement, and provides such services to the portion of the former Fort Ord still under the Army's jurisdiction by contract with the Army; and,

WHEREAS, FORA and the District have agreed that water conservation is a high priority, and have implemented a water conservation program in the Ord Community service area that includes public education, various incentives to use low-flow fixtures, and waterconserving landscaping. The rates, fees and charges in the Budget and Compensation Plan for FY 2016-2017 adopted by this Resolution are intended to support the water

conservation program and encourage water conservation, pursuant to sections 375 and 375.5 of the California Water Code. This conservation program and these rates, fees and charges are in the public interest, serve a public purpose, and will promote the health, welfare, and safety of Ord Community, and will enhance the economy and quality of life of the Monterey Bay community; and,

WHEREAS, estimated revenues from the rates, fees and charges will not exceed the estimated reasonable costs of providing the services for which the rates, fees or charges are imposed, will not be used for any purpose other than that for which the fee or charge was imposed, will not exceed the proportional cost of the service attributable to each identified parcel upon which the fee or charge is proposed for imposition and no fee or charge will be imposed for a service unless that service is actually used by, or immediately available to, the owner of the property in question; and,

WHEREAS, at a public meeting, the Board has determined that the Budget and Compensation Plan, including the rates, fees and charges therein, should be adopted as set forth on **Exhibit A** to this Resolution; and,

WHEREAS, on March 12, 2018, the District Board held a Proposition 218 hearing on the rates, fees and charges, not including Capacity Charges, for the Compensation Plan pursuant to and in accordance with Section 6 of Article XIID of the California Constitution; and,

WHEREAS, at the hearing, the District Board heard and considered all protests to the Compensation Plan and the rates, fees and charges proposed and found that protests were submitted by less than a majority of the record owners of each identified parcel upon which the fee or charge is proposed for imposition; and,

WHEREAS, FY 2018-2019 Capacity Charges are the subject of and will be adopted by a separate Resolution; and,

WHEREAS, The District is acting to provide continued water, recycled water and sewer service within existing service areas on the Ord Community, and that such action is exempt from CEQA pursuant to Public Resources Code Section 21080(b)(8) and Section 15273 of the State CEQA Guidelines codified at 14 CCR §15273.

NOW THEREFORE, BE IT RESOLVED by the FORA Board of Directors as follows:

1. The Board of Directors of the Fort Ord Reuse Authority does hereby approve and adopt the FY 2018-2019 Budget and Compensation Plan, not including Capacity Charges, for water, recycled water and wastewater services to the Ord Community.
2. The District is authorized to charge and collect rates for provision of water and wastewater services within the boundaries of FORA in accordance with the rates, fees and charges set forth in **Exhibit A**, not including Capacity Charges. The District is further authorized to use the same rates, fees and charges in providing services to the area of Ord Community within the jurisdiction of the U.S. Army.
3. The rates, fees and charges authorized by this Resolution shall not exceed the estimated reasonable costs of providing the services for which the rates, fees or charges are imposed.

Upon motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was passed on this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, by the following vote:

AYES:  
NOES:  
ABSTENTIONS:  
ABSENT:

\_\_\_\_\_  
Mayor Ralph Rubio, Chair

ATTEST:

\_\_\_\_\_  
Michael A. Houlemard, Jr., Clerk

**FORT ORD REUSE AUTHORITY**  
**Resolution No. 18-XX**

*A RESOLUTION OF THE GOVERNING BODY OF THE FORT ORD REUSE AUTHORITY  
Adopting the Budget and the Ord Community Compensation Plan for FY 2018-2019 not  
including Capacity Charges*

THIS RESOLUTION is adopted with reference to the following facts and circumstances:

WHEREAS, Marina Coast Water District (District) Staff prepared and presented the draft FY 2018-2019 Budget (**Exhibit A**) which includes projected revenues, expenditures and capital improvement projects for the Ord Community Water, Recycled Water and Wastewater systems, including the area within the jurisdiction of FORA and the area remaining within the jurisdiction of the U.S. Army; and,

WHEREAS, FORA is authorized by the FORA Act, particularly Government Code 67679(a)(1), to arrange for the provision of water and wastewater services to the Ord Community; and

WHEREAS, the District and FORA, entered into a "Water/Wastewater Facilities Agreement" ("the Agreement") on March 13, 1998, and have subsequently duly amended the Agreement; and,

WHEREAS, the Agreement provides a procedure for establishing budgets and compensation plans to provide for sufficient revenues to pay the direct and indirect, shortterm and long-term costs, including capital costs, to furnish the water and wastewater facilities; and,

WHEREAS, the Agreement, as amended, provides that FORA and the District will each adopt the annual Budget and Compensation Plan by resolution; and,

WHEREAS, the proposed Budget and Compensation Plan for FY 2018-2019 provides for funds necessary to meet operating and capital expenses for sound operation and provision of the water, recycled water and wastewater facilities and to enable the District to provide continued water, recycled water and sewer services within the existing service areas on the former Fort Ord. The compensation plan adopted by FORA applies only to the area within FORA's jurisdictional boundaries; and,

WHEREAS, to update the capacity charge calculations contained in the 2005 financing study prepared by Citigroup Global Markets Inc., Carollo Engineers prepared a five-year water and wastewater financial plan and rate study in 2013 for the District, which recommended an increase in capacity charges for water and wastewater services to the Ord Community. The District staff provided additional information to Carollo and upon further analysis, Carollo issued in February 2014 revisions which reduced the amount of the proposed new capacity charges and were implemented July 1, 2014; and,

WHEREAS, the Water/Wastewater Oversight Committee and Administrative Committee of FORA and the District Board have reviewed the proposed Budget and Compensation Plan; and,

WHEREAS, pursuant to the Agreement, FORA and the District have adopted and implemented and acted in reliance on budgets and compensation plans for prior fiscal years; and,

WHEREAS, pursuant to the Agreement, FORA and the District have cooperated in the conveyance to the District of easements, facilities and ancillary rights for the water, recycled water and wastewater systems on the area of the former Fort Ord within FORA's jurisdiction; and,

WHEREAS, the District has provided water and wastewater services on the former Fort Ord by contract since 1997, and currently provides water and wastewater services to the area of the former Fort Ord within FORA's jurisdiction under the authority of the Agreement, and provides such services to the portion of the former Fort Ord still under the Army's jurisdiction by contract with the Army; and,

WHEREAS, capacity charges are imposed as a condition of service to customers. The charges are not imposed upon real property or upon persons as an incident of real property ownership; and,

WHEREAS, estimated revenues from the capacity charges will not exceed the estimated reasonable costs of providing the facilities and services for which the charges are imposed; and,

WHEREAS, the capacity charges have not been calculated nor developed on the basis of any parcel map, including any assessor's parcel map; and,

WHEREAS, no written requests are on file with the District for mailed notice of meetings on new or increased fees or service charges pursuant to Government Code Section 66016. At least 10 days prior to the meeting, the District made available to the public data indicating the amount of cost, or estimated cost, required to provide the service for which the fee or service charge is levied and the revenue sources anticipated to provide the service; and

WHEREAS, the amount of the increase in capacity charges exceeds the percentage increase in the Implicit Price Deflator for State and Local Government Purchases, as determined by the Department of Finance. As a result, the District cannot charge the increased capacity fee to any school district, county office of education, community college district, state agency, or the University of California before first negotiating the increases with those entities in accordance with District Code section 6.16.020 and Government Code section 54999.3. Although these sections also apply to California State University at Monterey Bay, the District has complied with its obligation to negotiate with it and can charge the increased amounts to CSUMB as a result of and as limited by a Settlement Agreement and Mutual Release dated June 1, 2006, by which the District and California State University made an agreement regarding the amount of all future capacity charges. Accordingly, the District can charge the increased capacity charges as limited by the Settlement Agreement and Mutual Release immediately to CSUMB. The increased capacity charges to any other school district, state agency, county office of education, community college district or the University of California will be effective only when negotiations are concluded with those entities; and,

WHEREAS, after a public meeting, the Board has determined that the capital elements of the Budget and Compensation Plan, including the capacity charges therein, should be adopted as set forth on **Exhibit A** to this Resolution; and

WHEREAS, the capacity charges set forth on **Exhibit A** to this Resolution have NOT increased from those approved in the FY 2015-2016 Budget and Compensation Plan; and,

WHEREAS, the District is acting to provide continued water and sewer service within existing service areas on the Ord Community, and that such action is exempt from CEQA pursuant to Public Resources Code Section 21080(b)(8) and Section 15273 of the State CEQA Guidelines codified at 14 CCR §15273.

NOW THEREFORE the Board hereby resolves that:

1. The Board of Directors of the Fort Ord Reuse Authority does hereby approve and adopt the capital elements of the FY 2018-2019 Budget for water, recycled water and wastewater services to the Ord Community.
2. The capital elements of the compensation plan for the area of Ord Community within FORA's jurisdiction, including capacity charges, set forth on **Exhibit A** to this Resolution are hereby approved and adopted. The District is authorized to charge and collect capacity charges for provision of water and wastewater services within the boundaries of the Fort Ord Reuse Authority in accordance with the schedule set forth in **Exhibit A**. The District is further authorized to use the same charges in providing services to the area of Ord Community within the jurisdiction of the U.S. Army.
3. The charges authorized by this Resolution shall not exceed the estimated reasonable costs of providing the services for which the charges are imposed.
4. The District will comply with the requirements of Government Code section 54999.3 before imposing a capital facilities fee (as defined in Government Code section 54999.1) on any school district, county office of education, community college district, the University of California or state agency. The District has negotiated and entered into that certain Settlement Agreement and Mutual Release dated June 1, 2006, with California State University.

Upon motion by \_\_\_\_\_, seconded by \_\_\_\_\_, the foregoing Resolution was passed on this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, by the following vote:

AYES:

NOES:

ABSTENTIONS:

ABSENT:

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Mayor Ralph Rubio, Chair

ATTEST:

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Michael A. Houlemard, Jr., Clerk

# **Placeholder for Item 8d**

**Regional Urban Water Augmentation Project  
Recycled Water Report**

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**This item will be included in the final Board packet.**

**- END -**

**DRAFT  
BOARD PACKET**