Attachment A to Item 8c
FORA Board Meeting, 5/12/17

FORT ORD REUSE AUTHORITY

Capital Improvement Program
Fiscal Year 2017/18 through 2027/28

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Appendices

I. INTRODUCTION

The Fort Ord Reuse Authority (FORA) Capital Improvement Program (CIP) was created in 2001 to comply with and monitor mitigation obligations from the 1997 Fort Ord Base Reuse Plan (BRP). These mitigation obligations were described in the BRP **Appendix B** as the 1996 Public Facilities Implementation Plan (PFIP) – which was the initial capital programming baseline. The CIP is a policy approval mechanism for the ongoing BRP mitigation requirements as well as other capital improvements established by FORA Board policy. The FORA Board facilitates project implementation on a timely basis through annual consideration of the CIP.
Staff has prepared this FY 2017/18 – 2027/28 CIP document using current reuse forecasts provided by the FORA land use jurisdictions, Administrative Committee feedback, and Board policies. The document includes current annual forecasts in **Tables 6** and **7** of this document. 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 are currently being addressed in the Board's FORA Transition Task Force and, under State law, will require significant coordination with the Local Agency Formation Commission. The Transition Task Force recommended a dual track approach to the FORA Board in Fall 2016: 1) to seek a legislative extension to FORA from 2020 up to 2037 and 2) continue FORA transition planning efforts for June 30, 2020 end date.

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 timing of project implementation is the purview of the individual on-base FORA members. Consequently, FORA annually reviews and adjusts its jurisdictional forecast-based CIP to reflect project implementation and market changes. The protocol for CIP review and reprogramming was adopted by the FORA Board on June 8, 2001. **Appendix A** 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 has expressed their 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 2017/18 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. The two-year review of the fees mandated by the Board approved formula is currently ongoing with results expected to be presented to the FORA Board in May 2017. EPS's Biennial Fee Review was delayed one year due to project delays in TAMC's FORA Fee Reallocation Study.

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 will present the 2017 FORA Fee Reallocation Study to the FORA Board in May 2017, which will be the basis for Transportation/Transit costs in this CIP document.

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 the 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 Final Environmental Impact Report (FEIR). These include Transportation/Transit projects, Habitat Management obligations, and Water Augmentation. 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 improvements, including underground utility installation and landscaping, funded by US Department of Commerce – Economic Development Administration (EDA) grants (with FORA paying any required local match), FORA CFD fees, loan proceeds, payments from participating jurisdictions/agencies, property tax payments (formerly tax increment), and a FORA bond issue. These improvements include the MBEST Research Drive project which pre-dated the FORA Capital Improvement Program.

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' phase II and III.

d) $11M in Habitat Management and other capital improvements instrumental to base reuse, such as improvements to the water and wastewater systems, and Water Augmentation obligations.

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 will be enumerated in **Tables 1A** and **1B**.

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

II. Obligatory Program of Projects

As noted in the Executive Summary, four key programs in the Capital Improvement Program (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 the Habitat Management Requirements programs. Of the CFD revenues, 30.2% is set aside for funding the Habitat Conservation Plan (HCP) program first, the Water Augmentation pipeline financing obligation second, with the remaining revenue divided among the Transportation/Transit programs. 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 US Army.

Summary descriptions of each CIP element follow:

a) Transportation/Transit

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

When the Board adopted the BRP and the accompanying FEIR, the transportation and transit obligations as defined by the 1997 TAMC Study were also adopted as mitigations to traffic impacts resulting from BRP development. The 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, FORA and TAMC re-evaluated FORA transportation obligations related fee allocations. TAMC and FORA 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 enumerated in the "2005 FORA Fee Reallocation Study" dated April 8, 2005; the date corresponds to when the FORA Board of Directors approved the study for inclusion in the FORA CIP. The complete study can be found online at www.fora.org, under the Governing Documents menu.

The 2005 FORA Fee Reallocation Study resulted in a refined list of FORA transportation obligations emphasizing a 'fund local first' reallocation option. In 2016, FORA and TAMC again cooperatively re-evaluated FORA transportation obligations using the Region Travel Demand Model (RTDM) and related fee allocations. This study has resulted in a recommendation to add the Del Monte Boulevard extension off-site improvement to the FORA CIP and broaden the description for the Highway 1 Regional Improvement (R3).

The study also resulted in a re-distribution of the obligation dollar amounts to reflect changes in land-use and population, though the FORA jurisdictions Implementation Agreement Amendments cap the total amount of Transportation dollars in the CIP. **Figure 1** shows the transportation obligations which are further defined in **Table 1A**. **Table 1A** shows the Regional Transportation Plan's obligations set by the 2005 study, FORA's share in 2005 dollars, the amount of the new obligations as informed by the 2017 Fee Reallocation Study, the obligation met 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.

This year the Administrative Committee recommended the Capital Improvement Project priorities and the inclusion of Del Monte Boulevard Extension during the budget process using an evidence based approach, assigned to the FORA staff in consultation with the jurisdictions'public works/engineering staff. Staff scored projects by the criteria set in **Appendix A**. The process multiplied scores by the assigned 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 members and discussed. **Table 2** shows the recommended list of priorities for the 2017/2018 CIP. The top two priorities, as previously set by the Board, are Eastside Parkway and South Boundary Road. The priority ranking informed the transportation portion of the CIP. (i.e. Priority transportation projects are often funded on a pay as you go or phased schedule).

(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 capital improvements considered base-wide obligations under the BRP and this CIP. 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 2017 dollars), and shows a ten-year plan to complete the obligation. The ten-year plan is dependent upon the estimated cash flow from CFD collections, and land sales, and the priorities set by FORA Board 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. Long-range planning for transit service resulted in an alternative Intergarrison/Reservation/Davis Roads corridor to increase habitat protection and fulfill transit service needs between the Salinas area and Peninsula cities and campuses.

A series of stakeholder meetings were conducted to advance adjustments and refinements to the proposed multi-modal corridor plan-line. Stakeholders included, but were not limited to: TAMC, MST, FORA, City of Marina, Monterey County, California State University Monterey Bay (CSUMB), and the University of California Monterey Bay Education, Science and Technology Center. The stakeholders completed a Memorandum of Agreement (MOA) outlining the new alignment of the multi-modal transit corridor plan line in February 2010. Since all stakeholders have signed the MOA, the FORA Board designated the new alignment and rescinded the original alignment on December 10, 2010.

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

Figure 1: 2017 Transportation Map and Remaining Projects

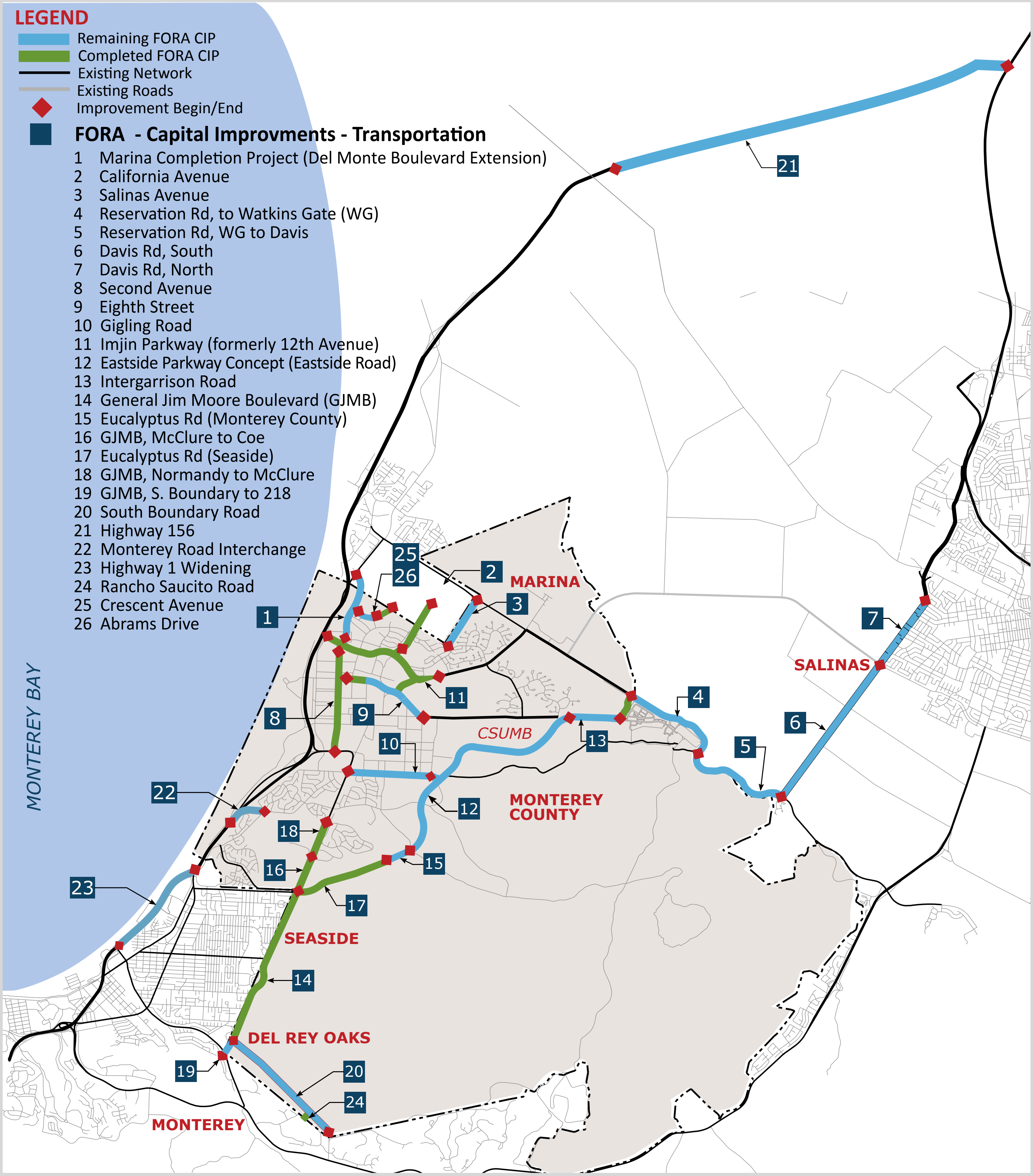
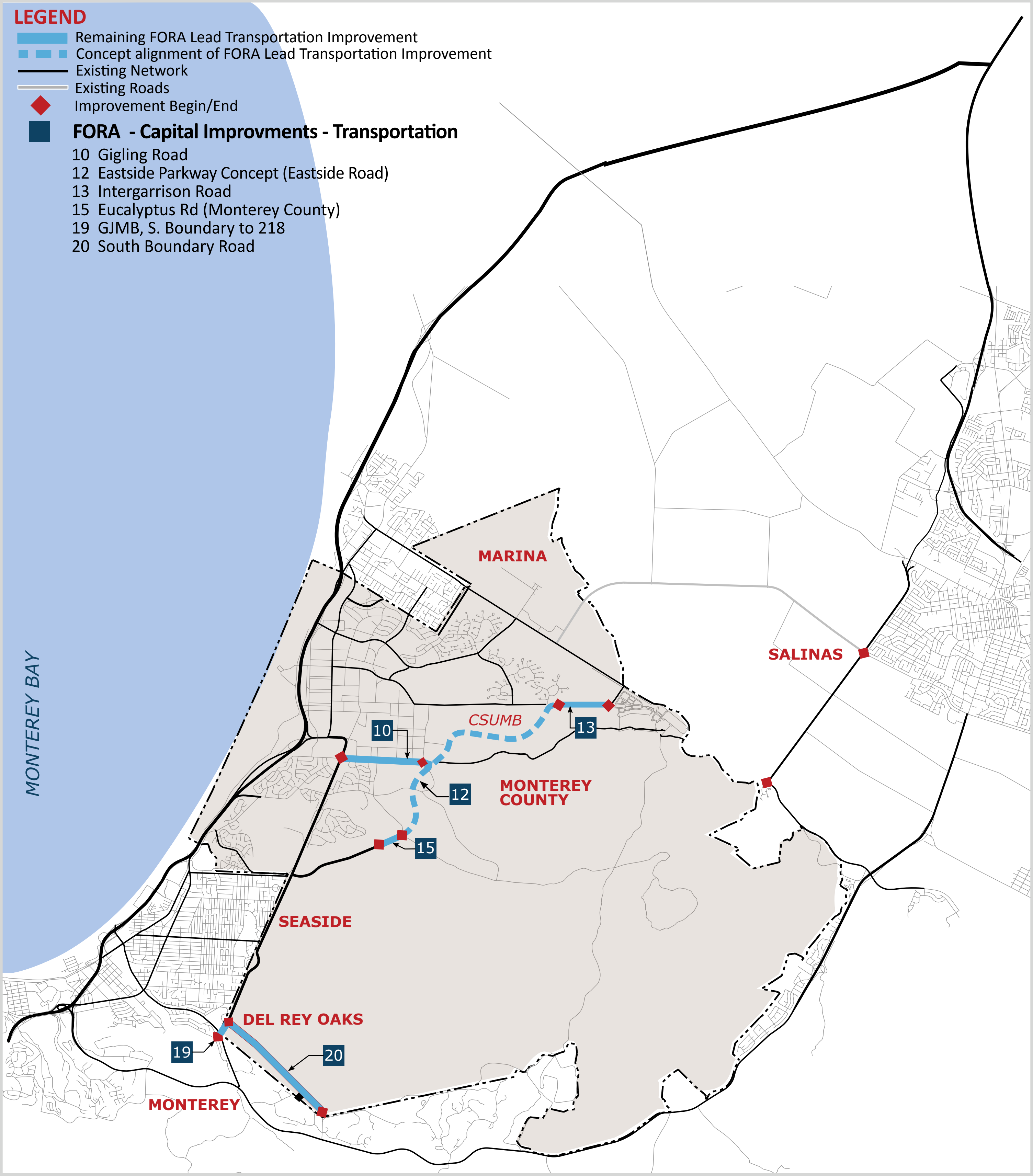


Figure 2: 2017 Remaining Transportation Obligations (FORA Lead)



b) Water Augmentation

Background

In 1993, the U.S. Army purchased from Monterey County Water Resources Agency (MCWRA) rights to draw 6,600 Acre Feet of Water per Year (AFY) from the Salinas Valley Ground Water Basin. 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 close of former 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 Base Reuse Plan (BRP); whereby FORA may identify future Capital Improvements to be implemented by MCWD. The Fort Ord 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 Appendix B (PFIP section p 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 (Volume 3, figure PFIP 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 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 & project costs (identified as 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 2008-2012. 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 prior Board 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 replacement, desalinization, conservation, and intensified recycled programs.

Current Status

RUWAP Recycled

In 2014, Monterey Regional Water Pollution Control Agency's (MRWPCA's) Pure Water Monterey (PWM) project presented a solution to the 'Recycled' portion of the RUWAP. PWM would use water collected at the MRWPCA 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 Pure Water Monterey as the recycled water source, and, then, recommended the project to the California Public Utilities Commission in March 2016. In April 2016, MCWD and MRWPCA 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 MRWPCA, MCWD, and FORA in support of the PWM, a Pipeline Reimbursement Agreement was executed whereby FORA would fund up to six million ($6M) of the cost of constructing a pipeline able to provide recycled water to the land use jurisdictions.

RUWAP Other

A solution for the 'other' portion of the RUWAP came in 2015 when MCWD's Budget/Compensation Plan was approved along with a Memorandum of Agreement wherein FORA and MCWD agreed to enter into a Three-Party Planning effort with MRWPCA to identify what the 'other' portion of the project will be. This solution allows the three agencies to determine what Alternatives are available in place of the Large Desalinization Plant identified in the previous Regional Plan, while ensuring cost-effective rate increases are applied to the appropriate CIPs. A Memorandum of Understanding has been negotiated between the three parties enabling a study of alternatives and their possible combinations such as Conservation methods, ground water recharge, increased AWT, urban storm-water capture, small scale desalinization, and others. FORA Staff have released a Request for Proposals (RFP) and expect the Board to award a Professional Services Contract in 2017/18 with the identification of a water augmentation program provided to the FORA Board for approval and MCWD for implementation by the end of the fiscal year.

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 this obligation having been met. Background information can be found in previous CIP documents online at www.fora.org.

d) Habitat Management Requirements

The BRP Appendix A, Volume 2 contains the Draft Habitat Management Plan (HMP) Implementing/Management Agreement. This Management Agreement defines the respective rights and obligations of FORA, its member agencies, California State University (CSU) and the University of California (UC) with respect to implementation of the HMP. To allow FORA and its member agencies to implement the HMP and BRP in compliance with the Endangered Species Act, the California Endangered Species Act, and other statutes, the US Fish & Wildlife Service (USFWS) and the California Department of Fish & Wildlife (CDFW) must also approve the Fort Ord Habitat Conservation Plan (HCP) and its funding program, as paid for and prepared by FORA.

The funding program is predicated on an earnings rate assumption acceptable to USFWS and CDFW for endowments of this kind, and economies of scale provided by unified management of the 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 will execute a Joint Exercise of Powers Agreement to create the Cooperative, which will 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. The Cooperative will hold the Cooperative endowment, and UC will hold the Fort Ord Natural Reserve (FONR) endowment. The Cooperative will control expenditure of its annual line items. FORA will fund the endowments and the initial and capital costs to the agreed upon levels.

FORA has provided upfront funding for management, planning, capital costs and HCP preparation. In addition, FORA has dedicated 30.2% of Development Fee collections to build to a total endowment of principal funds necessary to produce an annual income sufficient to carry out required habitat management responsibilities in perpetuity. The original estimate was developed by an independent consultant retained by FORA and totaled $6.3 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 ± $46.6M line item of forecasted requisite expenditures (see **Table 3** column 'Estimated Year-End Balance' amount of $11,385,440 plus columns '2017-2020 Subtotal' and '2020-2027 Subtotal' totaling $35,262,029).

As part of the FY 2010-11 FORA CIP Review process conducted by EPS, TAMC, and FORA, at the FORA Board's April 8, 2011 direction, included $19.6M in current dollars as a CIP contingency for additional habitat management costs should the assumed payout rate for the endowment be 1.5% less than the current 4.5% assumption. It is hoped that this contingency will not be necessary, but USFWS and CDFW are the final arbiters as to what the final endowment amount will be, with input from FORA and its contractors/consultants. 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 screencheck draft HCP prepared in March 2015 includes a cost and funding chapter, which provides a planning-level cost estimate for HCP implementation and identifies necessary funds to pay for implementation. Concerning the annual costs necessary for HCP implementation and funded by FORA, of approximately $2 million in annual costs, estimated in 2017 dollars, approximately 34% is associated with habitat management and restoration, 27% for program administration and reporting, 23% for species monitoring, and 16% for changed circumstances and other contingencies.

e) Fire Fighting Enhancement Requirements

FORA transferred equipment titles to the appropriate fire-fighting agencies in April 2014. FORA's obligation for fire-fighting enhancement has been fully met. Background information can be found in previous CIP documents online at www.fora.org.

f) Building Removal Program

As a base-wide obligation, the BRP includes the 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. FORA has studied indexing 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 01/02, the FORA Board established 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 $46M in WWII wooden building removal through a combination of cash payments and credits to land value. Another of FORA's obligations includes City of Seaside Surplus II buildings for a fixed obligation of $4M (FY 05/06 CIP) (and the City of Seaside decides which buildings to remove). FORA also obligated to fund $2.1M 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 $46M 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 $46M in building removal. Under the Reimbursement Agreement, FORA's maximum obligations were $22M in cash and $24M in land sales credits. To date, MCP has only partially performed its obligation to deconstruct $46M in buildings in the amount of $26.6M. FORA paid $22M cash and MCP received $4.6M in land sale credits out of a total $24M in available credits for building removal costs. Both agreements contained removal timing requirements and revenue timing requirements which to date have not been met. Nevertheless, FORA maintains a $19.4M credit against the phased take down by MCP when it fulfills its purchase and deconstruction obligations. While FORA has been tracking credits according to this agreement for more than 10 years, recently, MCP informed FORA that they consider a portion of the land sale credits should be cash.

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

FORA's remaining obligations include removal of the former Fort Ord (Marina) stockade (currently estimated at $2.1M deconstruction cost). In FY 05/06 the Board set a financial obligation of $4M 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 16/17 CIP process, FORA indexed the Seaside Surplus II financial obligation for building removal effort to $5.2M. In the second half of 2016, FORA, Seaside, and Marina engaged FORA staff to begin the different building removal obligations.

FORA met with Seaside to coordinate the potential application of FORA building removal obligation funds to Surplus II, although FORA's funds will not be enough to remove the 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. In 2016, FORA conducted hazardous material surveys in Surplus II. At the City of Seaside's request, FORA will plan, contract, and complete Surplus II hazardous material and building removal for 17 buildings with estimated completion in 2018.

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. FORA will coordinate with the City of Marina to plan and implement building removal on their property.

g) Water and Wastewater Collection Systems

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

In 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 rate 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. Capital improvements for the system(s) are approved on an annual basis by the MCWD and FORA Boards. See **Appendix E** for the FY 2016/17 Ord Community CIP list.

h) Property Management and Caretaker Costs

During the 2010/2011 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 $16M 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."

Caretaker Costs funding designated in the FY 17-18 CIP is $575,000.

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

The following tables depict the Capital Improvement Program: **Tables 1A** and **1B** illustrate the obligatory project offsets and remaining obligations. **Table 2** depicts transportation and transit project priorities and budgets from 2017/18 to 2026/27. **Table 3** is a summary of the Capital Improvement Program from FY 2017/18 through post-FORA. **Table 4** itemizes the jurisdictions' projections for new building that will generate Community Facilities District revenue to FORA. **Table 5** shows the land sale revenues that are anticipated in association with jurisdiction land sale projections on former Fort Ord lands. **Tables 6** and **7** break out residential and non-residential development forecasts by jurisdiction. **Table 8** provides information on estimated development acreage. **Table 9** models estimated property tax revenue collections.

TABLE 1A: 2017-2018 OBLIGATORY PROJECT OFFSETS AND REMAINING OBLIGATIONS

PROJECT #	PROJECT TITLE	PROJECT LIMITS / DESCRIPTION	TAMC Reallocation Study 2005			TAMC Reallocation Study 2017			FORA Offsets	Remaining Obligation	Obligation Indexed by CCI	% of Obligation Complete
			TOTAL COST	%	FORA PORTION	TOTAL COST	%	FORA PORTION				
REGIONAL IMPROVEMENTS												
R3	Hwy 1-Seaside Sand City	Hwy 1 Traffic Relief	$ 45,000,000	34.0%	$ 15,282,245	$ 66,808,021.00	20%	$ 13,565,097	$ -	$ 13,565,097	14,099,438	0%
R10	Hwy 1-Monterey Rd. Interchange	Hwy 1 Traffic Relief @ Monterey Rd. Interchange	19,100,000	13.1%	2,496,648	28,356,293	13%	3,604,250	-	3,604,250	3,746,225	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.	197,000,000	3.6%	7,092,169	292,470,673	6%	16,993,507	-	16,993,507	17,662,896	0%
SUB-TOTAL - REGIONAL IMPROVEMENTS			**$ 261,100,000**		**$ 24,871,062**	**$ 387,634,987**		**$ 34,162,854**	**$ -**	**$ 34,162,854**	**$ 35,508,559**	
OFF-SITE IMPROVEMENTS												
1	Davis Rd n/o Blanco	Davis-Blanco Intersection Improvments & Roadway Widening	$ 3,151,000	16.1%	$ 506,958	$ 4,678,046	15%	$ 720,208	$ -	$ 720,208	748,577	0%
2B	Davis Rd s/o Blanco	Widen to 4 lanes from Blanco to Reservation; Build 4 lane bridge over Salinas River	22,555,000	41.0%	9,242,411	12,733,317	F	12,733,317	556,870	12,176,447	12,656,088	4%
4D	Widen Reservation-4 lanes to WG	Widen to 4 lanes from existing 4 lane section East Garrison Gate to Watkins Gate	10,100,000	37.8%	3,813,916	14,994,689	63%	9,390,281	476,584	8,913,697	9,264,815	5%
4E	Widen Reservation, WG to Davis	Widen to 4 lanes from Watkins Gate to Davis Rd	5,500,000	40.3%	2,216,321	8,165,424	61%	4,978,440	-	4,978,440	5,174,545	0%
8	Crescent Ave extend to Abrams	Extend existing Crescent Court Southerly to join proposed Abrams Dr (FO2)	906,948	100%	906,948	399,475	100%	399,475	-	399,475	415,177	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	0%
SUB-TOTAL - OFF-SITE IMPROVEMENTS			**$ 42,212,948**		**$ 16,686,554**	**$ 41,917,951**		**$ 29,168,721**	**$ 1,033,454**	**$ 28,135,267**	**$ 29,206,203**	
ON-SITE IMPROVEMENTS												
FO2	Abrams	Construct a new 2-lane arterial from intersection with 2nd Ave easterly to intersection with Crescent Court extension	$ 759,569	$ 1	$ 759,569	$ 1,127,673	100%	$ 1,127,673	$ -	$ 1,127,673	1,172,093	0%
FO5	8th Street	Upgrade/construct new 2-lane arterial from 2nd Ave to Intergarrison Rd	4,340,000	100%	4,340,000	6,443,262	100%	6,443,262	1,018,890	5,424,372	5,638,043	16%
FO6	Intergarrison	Upgrade to a 4-lane arterial from Eastside Rd to Reservation	4,260,000	100%	4,260,000	6,324,492	100%	6,324,492	1,559,469	4,765,023	4,952,721	25%
FO7	Gigling	Upgrade/Construct new 4-lane arterial from General Jim Moore Blvd easterly to Eastside Rd	5,722,640	100%	5,722,640	8,495,961	100%	8,495,961	353,510	8,142,451	8,463,189	4%
FO9C	GJM Blvd-s/o Coe to S Boundary	Widen from 2 to 4 lanes from s/o Coe to South Boundary Rd	24,065,000	100%	24,065,000	1,083,775	F	1,083,775	100,000	983,775	1,022,527	0%
FO11	Salinas Ave	Construct new 2 lane arterial from Reservation Rd southerly to Abrams Dr	3,038,276	100%	3,038,276	4,510,693	100%	4,510,693	-	4,510,693	4,688,373	0%
FO12	Eucalyptus Rd	Upgrade to 2 lane collector from General Jim Moore Blvd to Eastside Rd to Parker Flats cut-off	5,800,000	100%	5,800,000	532,830	F	532,830	50,000	482,830	501,849	9%
FO13B	Eastside Pkwy (New alignment)	Construct new 2 lane arterial from Eucalyptus Rd to Parker Flats cut-off to Schoonover Dr	12,536,370	100%	12,536,370	18,611,779	100%	18,611,779	510,000	18,101,779	18,814,824	3%
FO14	S Boundary Road Upgrade	Upgrade to a 2 lane arterial, along existing alignment from General Jim Moore Blvd to York Rd	2,515,064	100%	2,515,064	3,733,921	100%	3,733,921	338,986	3,394,936	3,528,665	9%
SUB-TOTAL - ON-SITE IMPROVEMENTS			**$ 63,036,919**		**$ 63,036,919**	**$ 50,864,386**		**$ 50,864,386**	**$ 3,930,855**	**$ 46,933,532**	**$ 48,782,284**	
TRANSPORATION TOTALS			**$ 366,349,867**		**$ 104,594,535**	**$ 480,417,324**		**$ 114,195,961**	**$ 4,964,308**	**$ 109,231,653**	**$ 113,497,046**	
Transit Capital Improvements												
T3	Transit Vehicle Purchase/Replace	15 MST busses	$ 15,000,000	42%	$ 6,298,254	$ 9,220,050	100%	$ 9,220,050	$ 378,950	$ 8,841,100	9,189,359	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	3,800,000	126%	4,786,673	7,106,403.07	100%	7,106,403	-	$ 7,106,403	7,386,330	0%
SUB-TOTAL - TRANSIT			**$ 18,800,000**		**$ 11,084,926**	**$ 16,326,453**		**$ 16,326,453**	**$ 378,950**	**$ 15,947,503**	**$ 16,575,689**	
TRANSPORTATION / TRANSIT - TOTALS								**$ 130,522,414**	**$ 5,343,258**	**$ 125,179,156**	**$ 130,072,735**	**3.9%**

TABLE 1B: 2017-2018 OBLIGATORY PROJECT OFFSETS,REMAINING OBLIGATIONS AND COMPLETED PROJECTS

PROJECT #	PROJECT TITLE	PROJECT LIMITS / DESCRIPTION	FORA BUDGET	TOTAL OFFSETS *To Date*	REMAING OBLIGATION	OBLIGATION INDEXED BY CCI	% of OBLIGATION COMPLETE
		TRANSPORTATION / TRANSIT OBLIGATION - TOTALS	**$ 130,522,414**	**$ 5,343,258**	**$ 125,179,156**	**$ 130,072,735**	**3.9%**
		15% TRANSPORTATION CONTINGENCY	**$ 19,578,362**	**$ -**	**$ 18,776,873**	**$ 19,510,910**	**0.0%**
	Transportation and HCP Contingecy funds are reserved for unforseen projects costs (Munitions Removal, Utility Relocation and other unknowns)						
Building Removal							
		FORA Remaining Building Removal Obligations	FOR BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
S201	Seaside Surplus II	Hazardous material identification and removal, building removal, and site restoration	5,499,572	166,371	5,333,201	5,543,280	3%
S202	Marina Stockade	Hazardous material identification and removal, building removal, and site restoration	2,200,000	16,278	2,183,722	NA - $2,183,722	1%
TOTAL CUMMULATIVE BUILDING REMOVAL TO DATE			**7,699,572**	**182,649**	**7,516,923**	**7,727,002**	2%
Water Augmentation							
		FORA Water Augmentation, BRP required CEQA Mitigations	FOR BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
WA01	Pipeline' Reimbursement	MCWD Recycled Water 'Pipeline' Reimbursement (Reimbursement Agreement)	6,000,000	500,000	5,500,000	NA - $5,500,000	8%
WA02	Secondary Component	Secondary Component (Identification, Planning, Implementation)	157,000	-	157,000	157,000	0%
WA00	General	CEQA mitigations	18,115,615	561,780	17,553,835	18,245,296	3%
TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE			**24,272,615**	**1,061,780**	**23,210,835**	**23,902,296**	4%
Habitat Mitigations							
		FORA Habitat Managemnet and Conservation, BRP required CEQA Mitigations	FOR BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
	Joint Powers Authority Set Aside	30.2% CFD Set Aside	46,647,469	11,385,440	35,262,029	36,651,031	24%
	HCP Contingency	Provides interim funding for UC Fort Ord Natural Reserve until adoption of HCP endowment and potential increase to cost	19,567,546	1,116,685	18,450,861	19,177,657	6%
TOTAL CUMULATIVE OFFSETS AGAINST WATER AUGMENTATION PROJECTS TO DATE			**66,215,015**	**12,502,125**	**53,712,890**	**55,828,688**	19%
Completed Capital Improvements							
	Total offsets against transportation/transit network obligations per 1995 & 2005 TAMC Study. Funded by EDA grant funds, state and local matching funds, revenue bond proceeds, development fees.		FOR BUDGET	TOTAL OFFSET	REMAINING	INDEXED	% Complete
FO9	General Jim Moore Blvd	Improvements to No.-So. Rd at Hwy 218, GJMB Phase 1-1V, Utility and Landscaping (FO9A, FO9B)	$ 30,812,841	$ 30,812,841	-	-	100%
FO3	Imjin Parkway	12th St. Improvements, Utilities, and Imjin Parkway Construction	8,247,818	8,247,818	-	-	100%
FO8	2nd Ave	2nd Ave. Roadway Improvements from Lightfighter to Imjin, Utilties	5,605,525	5,605,525	-	-	100%
FO10	California Ave.	California Ave. Roadway Improvements, and Utilities.	2,227,906	2,227,906	-	-	100%
FO12	Eucalyptus Rd.	Eucalyptus Rd. Construction	5,328,032	5,328,032	-	-	100%
-	South Boundary - Connector	Rancho Saucito Road - prior to 2005	1,336,241	1,336,241	-	-	100%
-	Reservation Road	Reservation Road - bike lanes	6,289,483	6,289,483	-	-	100%
-	Blanco Road	Blanco Road	2,586,767	2,586,767	-	-	100%
R12	Hwy 68 Operational Improvements	Operational improvements at San Benancio, Laureles Grade and Corral De Tierra	312,205	312,205	-	-	100%
TOTAL TRANSPORTATION COMPLETED			**$ 52,222,122**	**$ 52,222,122**	-		*$81,362,242 ***
	Retain/Percolate stormwater; eliminate discharge of stormwater to Monterey Bay Sanctuary. Project completed/financial obligation met in 2004. Funded by EDA grant proceeds.		1,631,951	1,631,951	-	-	100%
TOTAL STORMWATER COMPLETED			**1,631,951**	**1,631,951**	-		*$2,659,731 ***
		Fire Rolling Stock purchased and transferred to jurisdictions	1,160,000	1,160,000	-	-	100%
TOTAL FIRE-FIGHTING COMPLETED			**1,160,000**	**1,160,000**	-		*$1,429,026 ***
-	Pilot Project	1996 Fort Ord catalogue of buildings, site and building charactarization - 8 buildings	700,000	700,000	-	-	100%
-	Dunes on Monterey Bay	2006 FORA cash obligation retired. Remaining obligation to be applied to land sales credits per contract. 405 buildings	46,000,000	26,574,592	19,425,408	NA - 19,425,408	58%
-	East Garrison	2006 FORA cash obligation retired. Developer completed.	2,177,000	2,177,000			100%
FO3	Imjin Parkway - Building Removal	Roadway implementation preperation and building removal - 37 buildings	1,289,631	1,289,631	-	-	100%
FO8	2nd Avenue - Building Removal	Roadway implementation preperation and building removal - 14 buildings	837,368	837,368	-	-	100%
TOTAL BUILDING REMOVAL COMPLETED		464 buildings	**51,003,999**	**31,578,591**	**19,425,408**	**19,425,408**	*$45,921,163 ***
	** Completed Projects indexed to approximate 2017 dollars for reference.						
		OTHER OBLIGATION - TOTALS	**$ 204,205,274**	**$ 100,339,218**	**$ 103,866,056**	**$ 106,883,394**	**49.1%**
		TOTAL REMAINING CAPITAL IMPROVEMENT OBLIGATION	**$ 354,306,050**	**$ 105,682,476**	**$ 247,822,085**	**$ 256,467,039**	**30%**

TABLE 2: 2017-2018 TRANSPORTATION NETWORK AND TRANSIT ELEMENTS BY PRIORITY

Priority	Proj#	Description	Lead		*Obligation*	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	POST FORA	TOTAL Budget
1	**FO13B**	**Eastside Parkway**	On-Site	FORA	***$ 18,814,824***	$ 500,000	500,000	625,000	600,000	4,500,000	6,000,000	4,660,025	1,429,799	-	-	(0)	18,814,824
2	**FO14**	**South Boundary Road Upgrade**	On-Site	FORA	***$ 3,528,665***	400,000	1,500,000	1,628,665	-	-	-	-	-	-	-	(0)	3,528,665
3	**2B**	**Davis Rd south of Blanco**	Off-Site	MoCo	***$ 12,656,088***	625,000	1,725,000	1,000,000	2,000,000	3,450,000	3,856,088					0	12,656,088
4	**T3**	**Transit Vehicle Purchase/Replace**	Transit	MST	***$ 9,189,359***	1,000,000	500,000	-	3,500,000	-	-	506,957	3,682,402	-	-	(0)	9,189,359
5	**FO12**	**Eucalyptus Road**	On-Site	FORA	***$ 501,849***	500,000	1,849	-	-	-	-	-	-	-	-	0	501,849
6	**8**	**Crescent Ave extend to Abrams**	Off-Site	Marina	***$ 415,177***	415,177										-	415,177
7	**FO7**	**Gigling**	On-Site	FORA	***$ 8,463,189***	500,000	2,000,000	5,310,510	652,679	-	-	-	-	-	-	0	8,463,189
8	**FO6**	**Intergarrison**	On-Site	FORA	***$ 4,952,721***	100,000	100,000	300,000	695,540	3,757,181		-	-	-	-	0	4,952,721
9	**10**	**Del Monte Blvd Extension**	Off-Site	Marina	***$ 947,000***	500,000	447,000		-	-	-	-	-	-	-	-	947,000
10	**R3a**	**Hwy 1-Del Monte-Fremont-MBL**	Regional	TAMC	***$ 14,099,438***	-	-	-	-	-	1,000,000	2,000,000	5,000,000	6,099,438		(0)	14,099,438
11	**FO5**	**8th Street**	On-Site	Marina	***$ 5,638,043***	375,000	500,000	750,000	768,057	3,244,986	-	-	-	-	-	(0)	5,638,043
12	**R11**	**Hwy 156-Freeway Upgrade**	Regional	TAMC	***$ 17,662,896***	-	-	2,000,000	3,500,000	-	5,450,000	5,465,533	1,247,363	-	-	0	17,662,896
13	**T22**	**Intermodal Centers**	Transit	MST	***$ 7,386,330***	-	-	-	-	500,000	1,700,000	1,735,833	3,450,497			0	7,386,330
14	**FO9C**	**GJM Blvd**	On-Site	FORA	***$ 1,022,527***	400,000	-	622,527		-	-	-	-	-	-	(0)	1,022,527
15	**4E**	**Widen Reservation, WG to Davis**	Off-Site	MoCo	***$ 5,174,545***	-	-	-	-	-	-	2,661,210	2,513,335	-	-	0	5,174,545
16	**4D**	**Widen Reservation-4 lanes to WG**	Off-Site	MoCo	***$ 9,264,815***	-	-	-	-			1,900,000	2,491,593	2,500,000	2,373,222	0	9,264,815
17	**1**	**Davis Rd north of Blanco**	Off-Site	MoCo	***$ 748,577***	-	-	-	-	-		-	-	748,577	-	0	748,577
18	**R10**	**Hwy 1-Monterey Rd. Interchange**	Regional	TAMC	***$ 3,746,225***	-	-	-	-						3,746,225	0	3,746,225
19	**FO11**	**Salinas Ave**	On-Site	Marina	***$ 4,688,373***	-	-	750,000	1,500,000	2,438,373				-	-	0	4,688,373
20	**FO2**	**Abrams**	On-Site	Marina	***$ 1,172,093***	-	-	1,172,093	-							0	1,172,093
		Transportation and Transit	**GRAND TOTALS**		***$ 130,072,735***	**$ 5,315,177**	**$ 7,273,849**	**$ 14,158,795**	**$ 13,216,276**	**$ 17,890,540**	**$ 18,006,088**	**$ 18,929,558**	**$ 19,814,989**	**$ 9,348,015**	**$ 6,119,447**	**$ -**	**$ 130,072,735**

TABLE 3: SUMMARY OF CAPITAL IMPROVEMENT PROGRAM 2017/2018 - POST FORA

	ESTIMATED YEAR-END BALANCE	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2017-2020 SUB-TOTAL	2020-2027 SUB-TOTAL	REMAINING OBLIGATION	TOTAL	% of Total
A. CFD SPECIAL TAX / DEVELOPMENT FEE FUND													**A. CFD FUND - ANALYSIS**				
DEDICATED REVENUES																	
Development Fees		$ 6,118,763	8,396,780	13,521,743	17,072,922	16,343,301	11,987,762	16,971,185	14,949,960	14,193,000	14,193,000	11,070,540	28,037,287	116,781,669	-	144,818,956	72.2%
OTHER REVENUES																	
Property Taxes - CIP Allocation		$ 1,010,835	1,609,443	2,363,691	3,421,310	4,508,495	5,148,021	6,020,480	6,761,221	7,484,134	8,219,016	8,843,368	4,983,970	50,406,045	-	55,390,015	27.6%
Miscellaneous (investment interest)		$ 20,000	$ 23,892	$ 28,542	35,996	45,406	54,454	61,166	70,612	-	-	-	72,434	267,634	-	340,068	0.2%
TOTAL REVENUES		**$ 7,149,599**	**10,030,115**	**15,913,977**	**20,530,227**	**20,897,202**	**17,190,237**	**23,052,831**	**21,781,793**	**21,677,134**	**22,412,016**	**19,913,908**	**33,093,691**	**167,455,348**	**-**	**200,549,039**	**100.0%**
PROJECTS EXPENDITURES																	
Transportation/Transit - See CIP Table 2		$ 5,315,177	7,273,849	14,158,795	13,216,276	17,890,540	18,006,088	18,929,558	19,814,989	9,348,015	6,119,447	0	26,747,821	103,324,913	-	130,072,734	67.0%
Transportation Contingency		$ 265,759	2,036,678	5,020,605	1,982,441	2,683,581	2,700,913	2,839,434	1,981,499	-	-	-	7,323,042	12,187,868	0	19,510,910	10.0%
Water Augmentation - RUWAP Pipeline		$ 2,885,860	1,700,000	1,100,000	-	-	-	-	-	-	-	-	5,685,860	0	-	5,685,860	2.9%
Water Augmentation - RUWAP Other		$ 157,000	225,000	-	-	-	-	-	8,000,000	8,000,000	1,834,436	0	382,000	17,834,436	-	18,216,436	9.4%
TOTAL CFD PROJECTS		**$ 8,623,796**	**11,235,527**	**20,279,400**	**15,198,717**	**20,574,121**	**20,707,001**	**21,768,992**	**29,796,488**	**17,348,015**	**7,953,883**	**0**	**40,138,723**	**133,347,217**	**0**	**173,485,940**	**89.3%**
OTHER EXPENDITURES																	
Property Tax - Jurisdiction Share (all jurisdictions)		$ -	-	-	142,131	250,850	314,802	402,048	476,122	548,413	621,902	684,337	0	3,440,605	-	3,440,605	1.8%
HCP - UC Regents		$ 95,000	98,268	101,648	-	-	-	-	-	-	-	-	294,916	0	-	294,916	0.2%
General CIP/FORA Costs - Footnote 1		$ 1,103,068	1,141,014	1,180,264	1,220,866	1,262,863	1,306,306	1,351,243	1,397,725	1,445,807	-	-	3,424,346	7,984,810	-	11,409,156	5.9%
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	1,575,000	4,000,000	-	5,575,000	2.9%
TOTAL OTHER		**$ 1,773,068**	**1,739,282**	**1,781,913**	**1,862,997**	**2,013,713**	**2,121,108**	**2,253,291**	**2,373,848**	**2,494,221**	**1,121,902**	**1,184,337**	**5,294,262**	**15,425,414**	**-**	**20,719,677**	**10.7%**
TOTAL EXPENDITURES		**$ 10,396,864**	**12,974,808**	**22,061,313**	**17,061,714**	**22,587,834**	**22,828,109**	**24,022,282**	**32,170,335**	**19,842,236**	**9,075,785**	**1,184,337**	**45,432,985**	**148,772,632**	**0**	**194,205,617**	**100.0%**
Net Annual Revenue		$ (3,247,265)	(2,944,693)	(6,147,336)	3,468,513	(1,690,632)	(5,637,872)	(969,452)	(10,388,543)	1,834,899	13,336,231	18,729,571	(12,339,294)	18,682,716		6,343,422	3.3%
Beginning Balance	$ 19,883,195	$ 8,497,755	3,382,623	(2,121,789)	(12,381,233)	(14,104,737)	(20,776,451)	(30,089,081)	(36,244,996)	(54,321,549)	(52,486,650)	(39,150,418)	8,497,755	(12,381,233)	-	8,497,755	
Set Aside - HCP - See CIP Table 1B	$ (11,385,440)	$ (1,867,867)	(2,559,720)	(4,112,109)	(5,192,018)	(4,981,083)	(3,674,758)	(5,186,464)	(7,688,011)				(8,539,695)	(26,722,334)	(19,567,546)	(66,215,015)	
UNRESERVED FUND BALANCE	**$ 8,497,755**	**$ 3,382,623**	**(2,121,789)**	**(12,381,233)**	**(14,104,737)**	**(20,776,451)**	**(30,089,081)**	**(36,244,996)**	**(54,321,549)**	**(52,486,650)**	**(39,150,418)**	**(20,420,846)**	**(12,381,233)**	**(20,420,850)**	**(19,567,546)**	**(51,373,838)**	
ENDING CFD FUND BALANCE		**$ 3,382,623**	**(2,121,789)**	**(12,381,233)**	**(14,104,737)**	**(20,776,451)**	**(30,089,081)**	**(36,244,996)**	**(54,321,549)**	**(52,486,650)**	**(39,150,418)**	**(20,420,846)**				**(51,373,838)**	
B. LAND SALES FUND													**B. LAND SALE FUND ANALYSIS**				
DEDICATED REVENUES																	
Land Sales		$ -	-	15,732,634	12,132,135	15,151,981	16,197,360	28,795,306	6,460,000	6,215,408	-	-	15,732,634	84,952,189	-	100,684,823	123.9%
Land Sales - Building Removal Credits		$ -	-		-	(6,750,000)			(6,460,000)	(6,215,408)	-	-	-	(19,425,408)	-	(19,425,408)	-23.9%
TOTAL REVENUES		**$ -**	**-**	**15,732,634**	**12,132,135**	**8,401,981**	**16,197,360**	**28,795,306**	**-**	**-**	**-**	**-**	**15,732,634**	**65,526,781**	**-**	**81,259,415**	**100.0%**
PROJECT EXPENDITURES														-			
Building Removal Obligations - See Table 1B		$ 3,750,000	3,977,002	-	-	-	-	-	-	-	-	-	7,727,002	-	-	7,727,002	77.5%
OTHER EXPENDITURES																	
General CIP/FORA Costs (A/E, PM, CM, Staff Costs etc...)		$ 171,638	177,542	183,650	189,967	196,502	203,262	210,254	217,487	224,968	232,707	240,712	532,830	1,715,861	-	2,248,691	22.5%
TOTAL EXPENDITURES		**$ 3,921,638**	**4,154,544**	**183,650**	**189,967**	**196,502**	**203,262**	**210,254**	**217,487**	**224,968**	**232,707**	**240,712**	**8,259,832**	**1,715,861**	**-**	**9,975,693**	**100.0%**
Net Annual Revenue		$ (3,921,638)	(4,154,544)	15,548,984	11,942,168	8,205,479	15,994,098	28,585,051	(217,487)	(224,968)	(232,707)	(240,712)	7,472,801	63,810,921	-	71,283,722	814.6%
Beginning Balance	$ 11,191,406	$ 4,102,406	3,930,768	3,115,223	18,664,206	30,606,373	38,811,851	54,805,948	83,390,999	83,173,512	82,948,543	82,715,835	4,102,406	18,664,206	-	4,102,406	
Set Aside - Bldg Removal	$ (7,089,000)	$ 3,750,000	3,339,000				-	-	-	-	-	-	7,089,000	-		7,089,000	
UNRESERVED FUND BALANCE	**$ 4,102,406**	**$ 3,930,768**	**3,115,223**	**18,664,206**	**30,606,373**	**38,811,851**	**54,805,948**	**83,390,999**	**83,173,512**	**82,948,543**	**82,715,835**	**82,475,122**	**18,664,207**	**82,475,126**	**-**	**82,475,128**	
ENDING LAND SALES FUND BALANCE		**$ 3,930,768**	**3,115,223**	**18,664,206**	**30,606,373**	**38,811,851**	**54,805,948**	**83,390,999**	**83,173,512**	**82,948,543**	**82,715,835**	**82,475,122**	**18,664,207**	**82,475,126**	**-**	**82,475,128**	
TOTAL ENDING BALANCE-ALL PROJECTS		**$7,313,391**	**$993,434**	**$6,282,973**	**$16,501,636**	**$18,035,400**	**$24,716,867**	**$47,146,003**	**$28,851,963**	**$30,461,893**	**$43,565,417**	**$62,054,276**				**$31,101,290**	

Footnote (1) - Expenditures for transportation projects (conbtract change orders, general consulting, additional basewide expenditures, street landscaping, site conditions, project changes, 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

Development Fees

Land Use: Location & Description	CFD Fee	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Totals
New Residential	*$ 23,655*	*$ 5,535,270*	*5,251,410*	*10,550,130*	*12,821,010*	*12,868,320*	*11,117,850*	*13,483,350*	*14,949,960*	*14,193,000*	*14,193,000*	*$ 11,070,540*	*$ 126,033,840*
Seahaven (Entitled)		-	-	-	66	90	90	90	90	90	90	196	802
Dunes (Entitled)		90	90	90	90	90	90	90	90	90	90	36	936
TAMC (Planned)		-	-	60	70	70	-	-	-	-	-	-	200
Seaside Resort (Entitled)		4	12	36	36	34	-	-	-	-	-	-	122
Seaside (Planned)		-	-	50	50	50	100	200	300	300	300	45	1,395
East Garrison I (Entitled)		140	120	100	100	130	130	130	92	-	-	-	942
Del Rey Oaks (Planned)		-	-	-	20	60	60	60	60	120	120	191	691
UC (Planned)		-	-	110	110	20	-	-	-	-	-	-	240
Other Residential (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
CSUMB Planned		-	-	-	-	-	-	-	-	-	-	-	-
Existing/Replacement Residential	*$ 23,655*	*$ 567,720*	*2,128,950*	*2,128,950*	*567,720*	*-*	*-*	*-*	*-*	*-*	*-*	*$ -*	*$ 5,393,340*
Preston Park (Entitled)		-	-	-	-	-	-	-	-	-	-	-	-
Seahaven (Entitled)		24.0	90	90	24	-	-	-	-	-	-	-	228
Abrams B (Entitled)		-	-	-	-	-	-	-	-	-	-	-	-
Sunbay (Entitled)		-	-	-	-	-	-	-	-	-	-	-	-
Bayview (Entitled)		-	-	-	-	-	-	-	-	-	-	-	-
Seaside Highlands (Entitled)		-	-	-	-	-	-	-	-	-	-	-	
Office	*$ 3,103*	*$ 12,212*	*111,127*	*83,553*	*105,835*	*128,427*	*11,194*	*-*	*-*	*-*	*-*	*$ -*	*$ 452,348*
Del Rey Oaks (Planned)		-	26	-	-	-	-	-	-	-	-	-	26
Monterey (Planned)		-	-	12	16	20	-	-	-	-	-	-	47
East Garrison I (Entitled)		-	-	-	-	-	-	-	-	-	-	-	-
Dunes (Entitled)		-	4	3	3	3	3	-	-	-	-	-	17
Seahaven (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
Marina (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
TAMC (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
Seaside (Planned)		-	-	-	3	7	0	-	-	-	-	-	10
UC (Planned)		3.9	5	12	12	12	-	-	-	-	-	-	45
Industrial	*$ 3,103*	*$ 3,562*	*3,562*	*16,384*	*25,288*	*25,337*	*8,904*	*-*	*-*	*-*	*-*	*$ -*	*$ 83,038*
Monterey (Planned)		-	-	4	4	4	-	-	-	-	-	-	12
Dunes (Entitled)		-	-	-	-	-	-	-	-	-	-	-	-
Seahaven (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
TAMC (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
Seaside (Planned)		-	-	-	3	3	3	-	-	-	-	-	9
UC (Planned)		1.1	1	1	1	1	-	-	-	-	-	-	6
Retail	*$ 63,939*	*$ -*	*543,100*	*742,726*	*684,012*	*789,697*	*58,713*	*587,135*	*-*	*-*	*-*	*$ -*	*$ 3,405,383*
Del Rey Oaks (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
East Garrison I (Entitled)		-	-	1	1	1	-	-	-	-	-	-	3
Seahaven (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
Dunes (Entitled)		-	3	2	1	2	-	-	-	-	-	-	8
TAMC (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
Seaside Resort (Entitled)		-	-	-	-	1	-	-	-	-	-	-	1
Seaside (Planned)		-	-	1	1	1	1	9	-	-	-	-	13
UC (Planned)		-	6	8	8	8	-	-	-	-	-	-	28
Hotel (rooms)	*$ 5,274*	*$ -*	*358,632*	*-*	*2,869,056*	*2,531,520*	*791,100*	*2,900,700*	*-*	*-*	*-*	*$ -*	*$ 9,451,008*
Del Rey Oaks (Planned)		-	-	-	-	-	-	550	-	-	-	-	550
Dunes (Entitled)		-	-	-	-	-	-	-	-	-	-	-	-
Dunes (Entitled)		-	-	-	394	-	-	-	-	-	-	-	394
Seaside Resort (Entitled)		-	-	-	-	330	-	-	-	-	-	-	330
Seaside Resort TS (Entitled)		-	68	-	-	-	-	-	-	-	-	-	68
Seaside (Planned)		-	-	-	150	150	150	-	-	-	-	-	450
UC (Planned)		-	-	-	-	-	-	-	-	-	-	-	-
TOTAL		**$ 6,118,763**	**8,396,780**	**13,521,743**	**17,072,922**	**16,343,301**	**11,987,762**	**16,971,185**	**14,949,960**	**14,193,000**	**14,193,000**	**$ 11,070,540**	**$ 144,818,956**

TABLE 5: LAND SALES REVENUE

Estimated Land Sales

Land Use Location & Description	$ per acre	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Forecast Total
			1	2	3	4	5	6	7	8	9	10	
Monterey County	***$ 171,000***	**$ -**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$ -**
Ord Market		-	-	-	-	-	-	-	-	-	-	-	
Monterey City	***$ 171,000***	**-**	**-**	**7,696,026**	**16,354,054**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**24,050,080**
Ryan Ranch Parcels	*per acre*	-	-	7,696,026	16,354,054	-	-	-	-	-	-	-	
Marina	***$ 171,000***	**-**	**-**	**-**	**-**	**13,500,000**	**-**	**-**	**12,920,000**	**12,430,816**	**-**	**-**	**38,850,816**
Dunes Phases	*fixed*	-	-	-	-	13,500,000	-	-	12,920,000	12,430,816	-	-	
Cypress Knolls	*per acre*	-	-	-	-	-	-	-	-	-	-	-	
Seaside	***$ 171,000***	**-**	**-**	**6,769,241**	**7,910,216**	**16,803,962**	**32,394,719**	**57,590,611**	**-**	**-**	**-**	**-**	**121,468,750**
Surplus II	*$ 165,852*	-	-	2,389,452	5,446,585	10,163,962	-	-	-	-	-	-	18,000,000
Main Gate	*per acre*	-	-	4,379,789	2,463,631	-	-	-	-	-	-	-	6,843,420
Seaside East	*per acre*	-	-	-	-	-	32,394,719	57,590,611	-	-	-	-	89,985,330
Barracks Parcel	*fixed*	-	-	-	-	6,640,000	-	-	-	-	-	-	6,640,000
Del Rey Oaks	***$ 171,000***	**-**	**-**	**17,000,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**17,000,000**
270 Acres	*fixed*	-	-	17,000,000	-	-	-	-	-	-	-	-	
CSUMB	***$ 171,000***	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	
UC MBEST		$ -	-	-	-	-	-	-	-	-	-	-	-
Lump Sum Sale Forecast - Sub-total		$ -	-	31,465,267	24,264,270	30,303,962	32,394,719	57,590,611	12,920,000	12,430,816	-	-	201,369,646
FORA Share (50% of Lump Sum Sales)		**$ -**	**-**	**15,732,634**	**12,132,135**	**15,151,981**	**16,197,360**	**28,795,306**	**6,460,000**	**6,215,408**	**-**	**-**	**100,684,823**

TABLE 6: FY 2017/2018 THROUGH POST-FORA DEVELOPMENT FORECASTS

Residential Annual Land Use Construction *(dwelling units)*

Land Use Location & Description	Juris-diction	Built To Date	FORECAST YEAR 2017-18	2018-19	2019-20	Post FORA 2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Forecast	Forecast + Built
NEW RESIDENTIAL	**6,160 unit cap on new residential until 18,000 new jobs on Fort Ord per BRP 3.11.5.4 (b) 2) & 3.11.5.4 (c)														
Marina															
Seahaven (Entitled)	MAR	-	-	-	-	66	90	90	90	90	90	90	196	802	802
Dunes (Entitled)	MAR	301	90	90	90	90	90	90	90	90	90	90	36	936	1,237
TAMC (Planned)	MAR	-	-	-	60	70	70	-	-	-	-	-	-	200	200
Seaside														-	
Seaside Resort (Entitled)	SEA	3	4	12	36	36	34	-	-	-	-	-	-	122	125
Seaside (Planned)	SEA	-	-	-	50	50	50	100	200	300	300	300	45	1,395	1,395
Other														-	
East Garrison I (Entitled)	MCO	528	140	120	100	100	130	130	130	92		-	-	942	1,470
Del Rey Oaks (Planned)	DRO	-	-	-	-	20	60	60	60	60	120	120	191	691	691
UC (Planned)	UC	-	-	-	110	110	20		-	-	-	-	-	240	240
Other Residential (Planned)	Various	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL NEW RESIDENTIAL		**832**	**234**	**222**	**446**	**542**	**544**	**470**	**570**	**632**	**600**	**600**	**468**	**5,328**	**6160****
EXISTING/REPLACEMENT RESIDENTIAL															
Preston Park (Entitled)	MAR	352	-	-	-	-	-	-	-	-	-	-	-	-	352
Seahaven (Entitled)	MAR	20	24	90	90	24	-	-	-	-	-	-	-	228	248
Abrams B (Entitled)	MAR	192	-	-	-	-	-	-	-	-	-	-	-	-	192
MOCO Housing Authority (Entit	MAR	56	-	-	-	-	-	-	-	-	-	-	-	-	56
Shelter Outreach Plus (Entitled	MAR	39	-	-	-	-	-	-	-	-	-	-	-	-	39
VTC (Entitled)	MAR	13	-	-	-	-	-	-	-	-	-	-	-	-	13
Interim Inc (Entitled)	MAR	11	-	-	-	-	-	-	-	-	-	-	-	-	11
Sunbay (Entitled)	SEA	297	-	-	-	-	-	-	-	-	-	-	-	-	297
Bayview (Entitled)	SEA	225	-	-	-	-	-	-	-	-	-	-	-	-	225
Seaside Highlands (Entitled)	SEA	380	-	-	-	-	-	-	-	-	-	-	-	-	380
TOTAL EXISTING/REPLACE		**1,585**	**24**	**90**	**90**	**24**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**228**	**1,813**
CSUMB (Planned)			-	-	-									**-**	**-**
		2,417	**258**	**312**	**536**	**566**	**544**	**470**	**570**	**632**	**600**	**600**	**468**	**5,556**	**7,973**

TABLE 7: FY 2017/2018 THROUGH POST-FORA DEVELOPMENT FORECAST

Non-ResidentialAnnual and se Construction *(building square feet or hotel rooms per year)*

					FORECAST YEAR						Post FORA					
Land Use Location & Description	**Juris-diction**	**Land Transfer Type**	**Built To Date**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**	**2022-23**	**2023-24**	**2024-25**	**2025-26**	**2026-27**	**2027-28**	**Forecast**	**Forecast + Built**
NON-RESIDENTIAL																
Office																
Del Rey Oaks (Planned)	DRO	EDC	-	-	400,000	-	-	-	-	-	-	-	-	-	400,000	400,000
Monterey (Planned)	MRY	EDC	-	-	-	180,524	240,000	301,000	-	-	-	-	-	-	721,524	721,524
East Garrison I (Entitled)	MCO		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Imjin Office Park (Entitled)	MAR	EDC	28,000	-	-	-	-	-	-	-	-	-	-	-	-	28,000
Dunes (Entitled)	MAR		203,000	-	66,000	50,000	50,000	50,000	50,000	-	-	-	-	-	266,000	469,000
Seahaven(Planned)	MAR		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Interim Inc. (Entitled)	MAR		14,000	-	-	-	-	-	-	-	-	-	-	-	-	14,000
Marina (Planned)	MAR		-	-	-	-	-	-	-	-	-	-	-	-	-	-
TAMC (Planned)	MAR		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Seaside (Planned)	SEA		14,900	-	-	-	50,000	100,000	5,000	-	-	-	-	-	155,000	169,900
UC (Planned)	UC	EDC	-	60,000	80,000	180,000	180,000	180,000	-	-	-	-	-	-	680,000	680,000
Total Office			***259,900***	***60,000***	***546,000***	***410,524***	***520,000***	***631,000***	***55,000***	**-**	**-**	**-**	**-**	**-**	***2,222,524***	***2,482,424***
Industrial																
Monterey (Planned)	MRY	EDC	-	-	-	72,000	72,000	72,275	-	-	-	-	-	-	216,275	216,275
Marina CY (Entitled)	MAR	EDC	12,300	-	-	-	-	-	-	-	-	-	-	-	-	12,300
Dunes (Entitled)	MAR		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Seahaven (Planned)	MAR		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Marina Airport (Entitled)	MAR	PBC	250,000	-	-	-	-	-	-	-	-	-	-	-	-	250,000
TAMC (Planned)	MAR		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Seaside (Planned)	SEA	EDC	-	-	-	-	50,000	50,000	50,000	-	-	-	-	-	150,000	150,000
UC (Planned)	UC	EDC	38,000	20,000	20,000	20,000	20,000	20,000	-	-	-	-	-	-	100,000	138,000
Total Industrial			***300,300***	***20,000***	***20,000***	***92,000***	***142,000***	***142,275***	***50,000***	**-**	**-**	**-**	**-**	**-**	***466,275***	***766,575***
Retail																
Del Rey Oaks (Planned)	DRO	EDC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
East Garrison I (Entitled)	MCO		-	-	-	10,000	12,000	12,000	-	-	-	-	-	-	34,000	34,000
Seahaven (Planned)	MAR	EDC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Dunes (Entitled)	MAR		418,000	-	30,000	24,000	12,000	20,000	-	-	-	-	-	-	86,000	504,000
TAMC (Planned)	MAR		-	-	-	-	-	-	-	-	-	-	-	-	-	-
Seaside Resort (Entitled)	SEA		-	-	-	-	-	10,000	-	-	-	-	-	-	10,000	10,000
Seaside (Planned)	SEA		-	-	-	10,000	10,000	10,000	10,000	100,000	-	-	-	-	140,000	140,000
UC (Planned)	UC		-	-	62,500	82,500	82,500	82,500	-	-	-	-	-	-	310,000	310,000
Total Retail			***418,000***	**-**	***92,500***	***126,500***	***116,500***	***134,500***	***10,000***	***100,000***	**-**	**-**	**-**	**-**	***580,000***	***998,000***
TOTAL SF NON-RESIDENTIAL			**978,200**	**80,000**	**658,500**	**629,024**	**778,500**	**907,775**						**-**		**4,246,999**
HOTEL ROOMS																
Hotel (rooms)																
Del Rey Oaks (Planned)	DRO	EDC	-	-	-	-	-	-	-	550	-	-	-	-	550	550
Dunes (Entitled)	MAR		108	-	-	-	-	-	-	-	-	-	-	-	-	108
Dunes (Entitled)	MAR		-	-	-	-	394	-	-	-	-	-	-	-	394	394
Seaside Resort (Entitled)	SEA	Sale	-	-	-	-	-	330	-	-	-	-	-	-	330	330
Seaside Resort TS (Entitled)	SEA	Sale	-	-	68	-	-	-	-	-	-	-	-	-	68	68
Seaside (Planned)	SEA		-	-	-	-	150	150	150	-	-	-	-	-	450	450
UC (Planned)	UC	EDC	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL HOTEL ROOMS			**108**	**-**	**68**	**-**	**544**	**480**	**150**	**550**	**-**	**-**	**-**	**-**	**1,792**	**1,900**

TABLE 8: FY 2017/18 THROUGH POST-FORA DEVELOPMENT FORECAST BY ACRE

Estimated Acreage

Land Use Location & Description	Juris-diction	FAR	FORECAST YEAR 2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Forecast Total
NON-RESIDENTIAL	43,560													
Office		**0.35**												
Del Rey Oaks (Planned)	DRO	0.35	-	26.2	-	-	-	-	-	-	-	-	-	26.2
Monterey (Planned)	MRY	0.35	-	-	11.8	15.7	19.7	-	-	-	-	-	-	47.3
East Garrison I (Entitled)	MCO	0.35	-	-	-	-	-	-	-	-	-	-	-	-
Dunes (Entitled)	MAR	0.35	-	4.3	3.3	3.3	3.3	3.3	-	-	-	-	-	17.4
Seahaven (Planned)	MAR	0.35	-	-	-	-	-	-	-	-	-	-	-	-
Interim Inc. (Entitled)	MAR	0.35	-	-	-	-	-	-	-	-	-	-	-	-
Marina (Planned)		0.35	-	-	-	-	-	-	-	-	-	-	-	-
TAMC (Planned)	MAR	0.35	-	-	-	-	-	-	-	-	-	-	-	-
Seaside (Planned)	SEA	0.35	-	-	-	3.3	6.6	0.3	-	-	-	-	-	10.2
UC (Planned)	UC	0.35	3.9	5.2	11.8	11.8	11.8	-	-	-	-	-	-	44.6
Total Office			***3.9***	***35.8***	***26.9***	***34.1***	***41.4***	***3.6***	-	-	-	-	-	***145.8***
Industrial		**0.40**												
Monterey (Planned)	MRY	0.40	-	-	4.1	4.1	4.1	-	-	-	-	-	-	12.4
Dunes (Entitled)	MAR	0.40	-	-	-	-	-	-	-	-	-	-	-	-
Seahaven (Planned)	MAR	0.40	-	-	-	-	-	-	-	-	-	-	-	-
TAMC (Planned)	MAR	0.40	-	-	-	-	-	-	-	-	-	-	-	-
Seaside (Planned)	SEA	0.40	-	-	-	2.9	2.9	2.9	-	-	-	-	-	8.6
UC (Planned)	UC	0.40	1.1	1.1	1.1	1.1	1.1	-	-	-	-	-	-	5.7
Total Industrial			***1.1***	***1.1***	***5.3***	***8.1***	***8.2***	***2.9***	-	-	-	-	-	***26.8***
Retail		**0.25**												
Del Rey Oaks (Planned)	DRO	0.25	-	-	-	-	-	-	-	-	-	-	-	-
East Garrison I (Entitled)	MCO	0.25	-	-	0.9	1.1	1.1	-	-	-	-	-	-	3.1
Seahaven (Planned)	MAR	0.25	-	-	-	-	-	-	-	-	-	-	-	-
Dunes (Entitled)	MAR	0.25	-	2.8	2.2	1.1	1.8	-	-	-	-	-	-	7.9
TAMC (Planned)	MAR	0.25	-	-	-	-	-	-	-	-	-	-	-	-
Seaside Resort (Entitled)	SEA	0.25	-	-	-	-	0.9	-	-	-	-	-	-	0.9
Seaside (Planned)	SEA	0.25	-	-	0.9	0.9	0.9	0.9	9.2	-	-	-	-	12.9
UC (Planned)	UC	0.25	-	5.7	7.6	7.6	7.6	-	-	-	-	-	-	28.5
Total Retail			-	***8.5***	***11.6***	***10.7***	***12.4***	***0.9***	***9.2***	-	-	-	-	***53.3***
TOTAL ACRES: NON-RESIDENTIAL			**5.1**	**45.5**	**43.8**	**53.0**	**61.9**	**7.4**	**9.2**	-	-	-	-	**225.8**
HOTEL ROOMS														
Hotel (rooms)		**38**												
Del Rey Oaks (Planned)	DRO	38	-	-	-	-	-	-	14.5	-	-	-	-	14.5
Dunes Marriot (Entitled)	MAR	38	-	-	-	-	-	-	-	-	-	-	-	-
Dunes Hotel TBD (Entitled)	MAR	38	-	-	-	10.4	-	-	-	-	-	-	-	10.4
Seaside Resort (Entitled)	SEA	38	-	-	-	-	8.7	-	-	-	-	-	-	8.7
Seaside Resort Time Shares (Enti	SEA	38	-	1.8	-	-	-	-	-	-	-	-	-	1.8
Seaside (Planned)	SEA	38	-	-	-	3.9	3.9	3.9	-	-	-	-	-	11.8
UC (Planned)	UC	38	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ACRES: HOTEL			-	**1.8**	-	**14.3**	**12.6**	**3.9**	**14.5**	-	-	-	-	**47.2**
NEW RESIDENTIAL			****6,160 unit cap on new residential until 18,000 new jobs on Fort Ord per BRP 3.11.5.4 (b) 2) & 3.11.5.4 (c)**											
Marina														
Seahaven (Entitled)	MAR	6	-	-	-	11.0	15.0	15.0	15.0	15.0	15.0	15.0	32.7	133.7
Dunes (Entitled)	MAR	6	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	6.0	156.0
TAMC (Planned)	MAR	6	-	-	10.0	11.7	11.7	-	-	-	-	-	-	33.3
Seaside														-
Seaside Resort (Entitled)	SEA	6	0.7	2.0	6.0	6.0	5.7	-	-	-	-	-	-	20.3
Seaside (Planned)	SEA	6	-	-	8.3	8.3	8.3	16.7	33.3	50.0	50.0	50.0	7.5	232.5
Other														-
East Garrison I (Entitled)	MCO	6	23.3	20.0	16.7	16.7	21.7	21.7	21.7	15.3	-	-	-	157.0
Del Rey Oaks (Planned)	DRO	6	-	-	-	3.3	10.0	10.0	10.0	10.0	20.0	20.0	31.8	115.2
UC (Planned)	UC	6	-	-	18.3	18.3	3.3	-	-	-	-	-	-	40.0
Other Residential (Planned)	Various	6	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ACRES: NEW RESIDENTIAL			**39.0**	**37.0**	**74.3**	**90.3**	**90.7**	**78.3**	**95.0**	**105.3**	**100.0**	**100.0**	**78.0**	**888.0**
EXISTING/REPLACEMENT RESIDENTIAL														
Preston Park (Entitled)	MAR	6	-	-	-	-	-	-	-	-	-	-	-	-
Seahaven (Planned)	MAR	6	4.0	15.0	15.0	4.0	-	-	-	-	-	-	-	38.0
Abrams B (Entitled)	MAR	6	-	-	-	-	-	-	-	-	-	-	-	-
Sunbay (Entitled)	SEA	6	-	-	-	-	-	-	-	-	-	-	-	-
Bayview (Entitled)	SEA	6	-	-	-	-	-	-	-	-	-	-	-	-
Seaside Highlands (Entitled)	SEA	6	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ACRES: EXISTING/REPLACE			**4.0**	**15.0**	**15.0**	**4.0**	-	-	-	-	-	-	-	**38.0**
ACRES: CSUMB RESIDENTIAL	CSU	6	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ACREAGE			**48.1**	**99.2**	**133.2**	**161.6**	**165.2**	**89.7**	**118.7**	**105.3**	**100.0**	**100.0**	**78.0**	**1,199.0**

Notes:

Unless specific estimates are available for a project, the acreage shown in this table is based on building square foot estimates and a floor-area ratio (FAR) of 0.35 for office, 0.40 for industrial, and 0.25 for retail.

Per FORA BRP, hotel density is assumed at 31.5 rooms per acre.

Residential units are assumed at 6 DU/AC.

TABLE 9: FY 2016/2017 PROPERTY TAX ESTIMATE

Estimated Property Taxes

Location & Description	Assumption	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	Forecast
			1	2	3	4	5	6	7	8	9	10	
Office	$ 220	*$ 13,200,000*	*120,120,000*	*90,315,280*	*114,400,000*	*138,820,000*	*12,100,000*	-	-	-	-	-	*$ 488,955,280*
Industrial	90	*1,800,000*	*1,800,000*	*8,280,000*	*12,780,000*	*12,804,750*	*4,500,000*	-	-	-	-	-	*41,964,750*
Retail	265	-	*24,512,500*	*33,522,500*	*30,872,500*	*35,642,500*	*2,650,000*	*26,500,000*	-	-	-	-	*153,700,000*
NON-RESIDENTIAL		15,000,000	146,432,500	132,117,780	158,052,500	187,267,250	19,250,000	26,500,000	-	-	-	-	684,620,030
HOTEL ROOMS	162,000	-	11,016,000	-	88,128,000	77,760,000	24,300,000	89,100,000	-	-	-	-	290,304,000
NEW RESIDENTIAL	533,000	124,722,000	118,326,000	237,718,000	288,886,000	289,952,000	250,510,000	303,810,000	336,856,000	319,800,000	319,800,000	249,444,000	2,839,824,000
EXISTING/REPLACE RES	533,000	12,792,000	47,970,000	47,970,000	12,792,000	-	-	-	-	-	-	-	121,524,000
CSUMB RESIDENTIAL		$ -	-	-	-	-	-	-	-	-	-	-	$ -
TOTAL		**$ 152,514,000**	**323,744,500**	**417,805,780**	**547,858,500**	**554,979,250**	**294,060,000**	**419,410,000**	**336,856,000**	**319,800,000**	**319,800,000**	**$ 249,444,000**	**$ 3,936,272,030**

FORA PROJECTION 17/18	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
2% Max Property Value Escalation - Proposition 13	$ 152,514,000	328,600,668	430,433,960	572,883,786	589,034,747	316,786,134	458,601,039	373,857,918	360,252,329	365,656,114	$ 289,489,946
Discount Cash Flow - Bond Buyers Index	152,514,000	316,083,751	398,266,692	509,879,696	504,284,746	260,876,410	363,276,588	284,867,358	264,044,199	257,796,135	196,322,817
Net Cash Inflow (CUM) including previous years	1,220,193,290	1,536,277,041	1,934,543,733	2,444,423,429	2,948,708,175	3,209,584,585	3,572,861,173	3,857,728,531	4,121,772,730	4,379,568,865	4,575,891,682
Net Present Value	1,220,193,290	1,536,277,041	1,934,543,733	2,492,999,564	3,067,067,426	3,404,756,990	3,865,442,355	4,256,576,933	4,638,297,819	5,026,338,277	5,356,015,859
Property Tax assessment 1%	12,201,933	15,362,770	19,345,437	24,929,996	30,670,674	34,047,570	38,654,424	42,565,769	46,382,978	50,263,383	53,560,159
Less housing set aside (20%)	(2,440,387)	(3,072,554)	(3,869,087)	(4,985,999)	(6,134,135)	(6,809,514)	(7,730,885)	(8,513,154)	(9,276,596)	(10,052,677)	(10,712,032)
Property Tax net of housing set aside	9,761,546	12,290,216	15,476,350	19,943,997	24,536,539	27,238,056	30,923,539	34,052,615	37,106,383	40,210,706	42,848,127
Tier 1	(1,318,240)	(1,659,722)	(2,089,991)	(2,693,321)	(3,313,517)	(3,678,341)	(4,176,045)	(4,598,608)	(5,011,002)	(5,430,223)	(5,786,391)
Tier 2	(1,107,322)	(1,394,166)	(1,755,592)	(2,262,389)	(2,783,354)	(3,089,806)	(3,507,877)	(3,862,830)	(4,209,240)	(4,561,386)	(4,860,567)
Tier 3	-	-	-	-	-	-	-	-	-	-	-
Annual net property tax	7,335,985	9,236,327	11,630,766	14,988,286	18,439,668	20,469,908	23,239,618	25,591,177	27,886,140	30,219,098	32,201,169
FORA Property Tax (35%)	2,567,595	3,232,715	4,070,768	5,245,900	6,453,884	7,164,468	8,133,866	8,956,912	9,760,149	10,576,684	11,270,409
Forecast Estimate - 90% of Property Tax	2,310,835	2,909,443	3,663,691	4,721,310	5,808,495	6,448,021	7,320,480	8,061,221	8,784,134	9,519,016	10,143,368
Operating Costs	$ (1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	(1,300,000)	$ (1,300,000)
Property Tax Transfer to CIP	**$ 1,010,835**	**1,609,443**	**2,363,691**	**3,421,310**	**4,508,495**	**5,148,021**	**6,020,480**	**6,761,221**	**7,484,134**	**8,219,016**	**$ 8,843,368**

APPENDICES

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

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

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

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

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

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

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

a) Project is necessary to mitigate reuse plan

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

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

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

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

b) Project environmental/design is complete

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

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

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

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

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

Use this scale to rate the likeliness of completion:

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

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

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

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

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

e) Project can be coordinated with other agencies projects

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

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

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

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

f) Project furthers inter-jurisdictional equity

Inter-Jurisdictional equity refers to the concept that FORA complete roadway obligations while being fair to each of the land-use jurisdictions. For the purposes of this assessment, the geographical location of the project determines the owning jurisdiction even though a project in another jurisdiction might benefit. Use this criterion to assess if the resources assigned to this project would create an imbalance in the distribution of resources to the land-use jurisdictions:

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

g) Supports jurisdictions "flagship" project

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

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

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

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

h) Project nexus to jurisdictional development programs:

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

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

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

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

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

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

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

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

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

Additionally, the Notice calls for "… (2) percentage change since the immediately preceding fiscal year in the (ENRs CCI) applicable to the area in which the District is located..." To assure adequate time for staff analysis, public debate, and FORA Board review of modifications to the Special Tax Levy, it is prudent to begin in January. In addition, the FORA Board adopted a formulaic approach to monitoring the developer fee program which is typically conducted in the spring – as will be the case in 2017. 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.

Lessons learned from the FORA PDP project:

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

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.

The survey for hidden asbestos showed:

- The Army asbestos surveys were conducted on accessible surfaces only which is not acceptable to the Monterey Bay Unified Air Pollution Control District (MBUAPCD).
- Approximately 30 percent more ACM lies hidden than was identified in the Army surveys.
- The number one cause for slow-downs and change orders during building deconstruction is hidden asbestos (see FORA website).
- A comprehensive asbestos-containing materials survey must identify all ACM.
- All ACM must be remediated before building deconstruction begins. It is important to note that this includes non-friable ACM that has a high probability of becoming or has become friable - crumbled, pulverized, or reduced to powder by the forces expected to act on the material in the course of deconstruction.

- All ACM must be disposed of legally.

1998 FORA Hierarchy of Building Reuse

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

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

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.

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

- Individual buildings have been uniquely modified over time within each building type.

- The basewide characterization protocol was verified by comparing it with the actual waste generated during the 12th street building removal.

2002 FORA Building Removal for 12th Street/Imjin Parkway

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

2003 FORA Building Removal for 2nd Avenue Widening

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

2004 FORA/CSUMB oversight Private Material Recovery Facility Project

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

2005 The Dunes WWII Building Removal

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

2006 - 2007 East Garrison Building Removal

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

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 the following CSUMB building removal efforts:

- 2003 removal of 22 campus buildings
- 2006 removal of 87 campus buildings

- 2007 removal of 9 campus buildings
- 2009 removal of 8 campus buildings
- 2010 removal of 33 campus buildings
- 2011 removal of 78 campus buildings
- 2013 removal of 24 campus buildings

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 an application, noting that the amount available would likely be less than $500,000. Since a large portion of the Korean War era concrete buildings are located on CSUMB property, FORA asked CSUMB to co-apply for the grant funds, which would be used to accurately identify hazardous materials in the buildings both on CSUMB and Seaside property, and to develop a Business Plan that would harness market forces to reduce building removal costs and drive economically sound building removal decisions. After multiple applications, this grant application was not funded. In 2015 FORA determined to work directly with Seaside to address the Seaside Surplus II Korean Era cement buildings without OEA assistance.

2013 CSUMB Korean War Concrete Building Removal

In late 2013, the California State University system announced $30M in funding awarded for CSUMB campus building removal over a six months to two year period. As CSUMB implemented their building removal program, FORA and the City of Seaside worked closely with CSUMB to incorporate lessons learned, costing and building removal techniques into the Deconstruction/Building Removal Business Plan.

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 releases an 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 is estimated to be complete in mid-2016.

2016 Marina Stockade Removal 2016

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 will commission the Stockade hazardous material surveys while access is coordinated. Once the surveys are complete and access is achieved, FORA will begin building removal.

Appendix C: Jurisdiction-Incurred Caretaker Costs Reimbursement Policy

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

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

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

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

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

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

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

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

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

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

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

Exhibit A

FORT ORD REUSE AUTHORITY CARETAKER COST WORKSHEET

Date: ___________________________ **Jurisdiction:** ____________________________________

Point of Contact: __________________________ Contact number/email: ______________________________

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

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

    ____
    ____
    ____
    ____
    ____

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

    ____
    ____
    ____
    ____
    ____

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

    ____
    ____
    ____
    ____
    ____

Marina Coast Water District
DRAFT Five-Year CIP

CIP No.	PROJECT DESCRIPTION	FY 2016-17 Remaining	FY 2017-18 Proposed	FY 2018-19 Proposed	FY 2019-20 Proposed	FY 2020-21 Proposed	FY 2021-22 Proposed	OUT YEARS	TOTAL	CATEGORY
OW-0000	**Ord Water**									
OW-0206	Inter-Garrison Road Pipeline Up-Sizing - In Design	$50,000	$599,124	$0	$0	$0	$0	$0	$649,124	E
OW-0128	Lightfighter "B" Zone Pipeline Extension - In Construction	$335,800	$0	$0	$0	$0	$0	$0	$335,800	M
OW-0193	Imjin Parkway Pipeline, Reservation Rd to Abrams Drive	$0	$102,000	$460,800	$0	$0	$0	$0	$562,800	E
OW-0201	Gigling Transmission from D Booster to JM Blvd	$0	$109,100	$332,100	$0	$0	$0	$0	$441,200	E
OW-0202	South Boundary Road Pipeline	$0	$205,000	$1,289,000	$0	$0	$0	$0	$1,494,000	M
OW-0119	Demolish D-zone Reservoir	$0	$0	$17,900	$160,700	$0	$0	$0	$178,600	E
OW-0230	Wellfield Main 2B -Well 31 to Well 34	$0	$0	$164,400	$0	$167,700	$518,300	$0	$850,400	E
OW-0127	CSUMB Pipeline Up-Sizing -Commercial Fireflow	$0	$0	$38,311	$0	$38,311	$0	$117,231	$193,853	E
OW-0211	Eastside Parkway (D-Zone pipeline)	$0	$0	$0	$415,632	$2,498,444	$0	$0	$2,914,076	M
OW-0203	7th Avenue and Gigling Rd	$0	$0	$0	$0	$61,990	$189,689	$0	$251,679	E
OW-0129	Rehabilitate Well 31	$0	$0	$0	$0	$0	$1,707,438	$0	$1,707,438	E
OW-0122	Replace D & E Reservoir Off-Site Piping	$0	$0	$0	$0	$0	$0	$1,016,400	$1,016,400	E
OW-0167	2nd Ave extension to Gigling Rd	$0	$0	$0	$0	$0	$0	$272,400	$272,400	E
OW-0118	B4" Zone Tank @ East Garrison "	$0	$0	$0	$0	$0	$0	$3,116,949	$3,116,949	S
OW-0212	Reservoir D2" + D-BPS Up-Size "	$0	$0	$0	$0	$0	$0	$3,997,826	$3,997,826	E
OW-0208	Pipeline Up-Sizing -to Stockade	$0	$0	$0	$0	$0	$0	$709,391	$709,391	S
OW-0209	Pipeline Up-Sizing -between Dunes & MainGate	$0	$0	$0	$0	$0	$0	$220,050	$220,050	M
OW-0210	Sand Tank Demolition	$0	$0	$0	$0	$0	$0	$542,078	$542,078	E
OW-0204	2nd Ave Connection, Reindollar to Imjin Pkwy	$0	$0	$0	$0	$0	$0	$1,214,489	$1,214,489	E
OW-0214	Imjin Road, 8th St. to Imjin Pkwy	$0	$0	$0	$0	$0	$0	$1,104,081	$1,104,081	E
OW-0121	C2" to "B4" Pipeline and PRV Station "	$0	$0	$0	$0	$0	$0	$1,409,403	$1,409,403	S
OW-0171	Eucalyptus Rd Pipeline	$0	$0	$0	$0	$0	$0	$2,351,264	$2,351,264	M
OW-0213	Reservoir B4/B5 to East Garrison Pipeline	$0	$0	$0	$0	$0	$0	$257,487	$257,487	S
OW-0216	UCMBEST Pipeline	$0	$0	$0	$0	$0	$0	$402,493	$402,493	S
OW-0217	Reservation Road, Imjin to MBEST Drive	$0	$0	$0	$0	$0	$0	$539,368	$539,368	M
OW-0218	Golf Boulevard Transmission Line	$0	$0	$0	$0	$0	$0	$1,104,081	$1,104,081	M
OW-0219	B5" Zone Tank @ East Garrison "	$0	$0	$0	$0	$0	$0	$3,116,949	$3,116,949	S
OW-0231	Wellfield Main 3A -Intergarrison to ASP Bldg	$0	$0	$0	$0	$0	$0	$3,541,126	$3,541,126	E
OW-0232A	Install Well 36 -Retire Well 29	$0	$0	$0	$0	$0	$0	$2,515,243	$2,515,243	E
OW-0232B	Wellfield Main 1B -between Wells 36 and 35	$0	$0	$0	$0	$0	$0	$3,169,802	$3,169,802	E
OW-0233	Wellfield Main 1C (Parallel) Well 36 to ASP Bldg	$0	$0	$0	$0	$0	$0	$3,736,274	$3,736,274	M
OW-0234	B-BPS at ASP Bldg	$0	$0	$0	$0	$0	$0	$1,355,195	$1,355,195	M
OW-0235	Ord Well-head Disinfection	$0	$0	$0	$0	$0	$0	$2,710,391	$2,710,391	M

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
DRAFT Five-Year CIP

CIP No.	PROJECT DESCRIPTION	FY 2016-17 Remaining	FY 2017-18 Proposed	FY 2018-19 Proposed	FY 2019-20 Proposed	FY 2020-21 Proposed	FY 2021-22 Proposed	OUT YEARS	TOTAL	CATEGORY
OS-0000	**Ord Sewer**									
OS-0147	Ord Village Sewer Pipeline & Lift Station Impr Project	$110,000	$500,000	$0	$0	$0	$0	$0	$610,000	E
OS-0205	Imjin LS & Force Main Improvements-Phase 1	$50,000	$650,000	$0	$0	$0	$0	$558,000	$1,208,000	M
OS-0203	Gigling LS and FM Improvements -In Design	$65,000	$1,316,000	$0	$0	$0	$0	$0	$1,316,000	E
OS-0208	Parker Flats Collection System	$0	$0	$103,530	$0	$0	$0	$0	$103,530	M
OS-0152	Hatten, Booker, Neeson LS Improvements Project	$0	$0	$525,000	$0	$0	$0	$370,000	$895,000	E
OS-0153	Misc. Lift Station Improvements	$0	$0	$0	$561,000	$936,360	$0	$0	$1,497,360	E
OS-0209	Imjin LS & Force Main Improvements-Phase 2	$0	$0	$0	$985,000	$0	$0	$370,000	$1,355,000	E
OS-0154	Del Rey Oaks-Collection System Planning	$0	$0	$0	$0	$61,200	$0	$0	$61,200	S
OS-0202	SCSD Sewer Improvements-DRO	$0	$0	$0	$0	$502,454	$0	$1,537,510	$2,039,964	S
OS-0204	CSUMB Developments	$0	$0	$0	$0	$608,899	$0	$0	$608,899	S
OS-0207	Seaside Resort Sewer Imps. Project	$0	$0	$0	$0	$0	$326,146	$0	$326,146	S
OS-0149	Dunes Sewer Pipeline Replacement Projects	$0	$0	$0	$0	$0	$461,923	$0	$461,923	M
OS-0151	Cypress Knolls Sewer Pipeline Improvements Project	$0	$0	$0	$0	$0	$97,424	$0	$97,424	S
OS-0215	Demolish Ord Main Garrison WWTP	$0	$0	$0	$0	$0	$0	$1,623,648	$1,623,648	E
OS-0148	Marina Heights Sewer Pipeline Improvements Project	$0	$0	$0	$0	$0	$0	$825,863	$825,863	M
OS-0150	East Garrison Lift Station Improvements	$0	$0	$0	$0	$0	$0	$260,000	$260,000	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	$408,340	$408,340	M
OS-0211	Gen'l Jim Moore Sewer Pipeline Replacement Project	$0	$0	$0	$0	$0	$0	$49,972	$49,972	M
OS-0212	Gen'l Jim Moore Sewer Pipeline Replacement Project III	$0	$0	$0	$0	$0	$0	$187,037	$187,037	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	$11,040,808	$11,040,808	M
OS-0216	SCSD Sewer Improvements-Seaside East	$0	$0	$0	$0	$0	$0	$6,480,709	$6,480,709	S
OS-0217	SCSD Sewer Improvements-City of Monterey	$0	$0	$0	$0	$0	$0	$1,444,854	$1,444,854	S

Category Legend

E=	CIP supports existing Infrastructure
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Marina Coast Water District
DRAFT Five-Year CIP

CIP No.	PROJECT DESCRIPTION	FY 2016-17 Remaining	FY 2017-18 Proposed	FY 2018-19 Proposed	FY 2019-20 Proposed	FY 2020-21 Proposed	FY 2021-22 Proposed	OUT YEARS	TOTAL	CATEGORY
	General Water (33% Marina, 67% Ord)									
GW-0112	A1 & A2 Zone Tanks & B/C Booster Station - LandAcquisition Issue	$3,644,720	$0	$3,265,330	$3,369,150	$0	$0	$0	$10,279,200	E
GW-0123	B2" Zone Tank @ CSUMB "	$200,000	$0	$0	$0	$1,230,000	$1,184,871	$0	$2,614,871	M
GW-0210	Reservoir A3 (1.6 MG)	$0	$0	$0	$0	$0	$0	$3,469,240	$3,469,240	M
GW-0231	Install Well 37 -Retire well 12	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0232	Install Well 38 -Retire well 10	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0233	A-BPS at ASP Bldg + Forebay Tank	$0	$0	$0	$0	$0	$0	$1,665,535	$1,665,535	EDS
GW-0234	Install Well 39 -Retire Well 30	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0235	B-BPS Expansion and Transmission to A1/A2 Tanks	$0	$0	$0	$0	$0	$0	$13,084,043	$13,084,043	EDS
GW-0236	Install Well 40 -Retire Well 11	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
GW-0237	Install Well 41 -Retire Well 31	$0	$0	$0	$0	$0	$0	$6,251,516	$6,251,516	EDS
	General Sewer (37% Marina, 63% Ord)									
GS-0200	Odor Control Project	$0	$0	$120,000	$0	$0	$0	$0	$120,000	E
GS-0201	Del Monte/Reservation Road Sewer Main Improvements	$0	$0	$0	$0	$270,000	$0	$0	$270,000	E
	Water District-Wide (27% MW, 7%MS, 54%OW, 12%OS)									
WD-0202	**IOP Building E (BLM)**	$3,572,479	$0	$0	$0	$0	$0	$0	$3,572,479	M
WD-0106	Corp Yard Demolition & Rehab	$0	$120,000	$450,000	$0	$0	$0	$0	$570,000	E
WD-0110	Asset Management Program -Phase II	$0	$0	$0	$250,000	$0	$0	$0	$250,000	E
WD-0110A	Asset Management Program --Phase III	$0	$0	$0	$0	$0	$250,000	$0	$250,000	E
WD-0115A	SCADA System Improvements (Security + RD integration)	$0	$0	$0	$0	$0	$0	$410,000	$410,000	E
	Water Augmentation									
RW-0156	RUWAP ATW - Normandy to MRWPCA	$4,000,000	$24,000,000	$6,000,000	$2,000,000	$0	$0	$2,000,000	$38,000,000	

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