ATTACHMENT 5

FORT MCCLELLAN COMPREHENSIVE REUSE PLAN

Fort McClellan Comprehensive Reuse Plan

Fort McClellan Reuse and Redevelopment Authority of Alabama

Implementation Strategy

November 1997

EDAW

This study was prepared under contract to the Calhoun County Commission with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the views of the Calhoun County Commission and does not necessarily reflect the views of the Office of Economic Adjustment.

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Executive Summary Table of Contents

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1.0 INTRODUCTION

In 1995 the Department of Defense announced that Fort McClellan would close by October 1999. The Fort is an active military installation operated by the Training and Doctrine Command (TRADOC), Department of Army. Fort McClellan, consisting of 45,000 acres of developed and undeveloped land, represents one of the largest base closures in the Base Realignment and Closure (BRAC) group of 1995.

The BRAC Commission recommended closure of the installation, except for minimum essential land and facilities for a Reserve Component Enclave and essential facilities needed to provide support for the chemical demilitarization operation at Anniston Army Depot.

The Pelham Range portion of Fort McClellan comprises 22,000 acres and will be licensed to the Army National Guard. The Choccolocco corridor, about 5,000 acres to the east of the main cantonment, will revert to the State of Alabama.

This study has addressed the approximately 18,000 acres that comprise the main post of Fort McClellan.

The planning process consisted of three stages; first, a detailed data collection stage; second, the definition of a preferred land use plan; and third, the refinement of the Preferred Plan.

Pursuant to State enabling legislation, the Fort McClellan Reuse and Redevelopment Authority (FMRRA) became the Fort McClellan Development Commission (FMDC) on October 1, 1997. For continuity, this document refers to the Local Reuse Authority (LRA) as the FMRRA. However, use of the FMRRA and FMDC designations are synonymous.

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2.0 Objectives and Underlying Economic Assumptions

A wide range of information about land and facilities at Fort McClellan, as well as regional market data, was collected. Two public meetings were held in order to present the emerging findings to the community and to establish a set of goals and objectives. The objectives of the community, through its Reuse Authority, are to:

- Provide a unified, logistical master plan
- Replace military and civilian jobs
- Enhance economic opportunities for Calhoun County and the surrounding region
- Recommend uses consistent with market demand
- Provide a logical strategy for phasing and marketing
- Balance public and private uses
- Emphasize sustainable development and recruit environment-friendly employers
- Maintain the natural beauty of Fort McClellan
- Retain its historic core
- Provide opportunities for public recreation
- Ensure interim leasing is consistent with the long-term plan

In addition, the team created a broad economic framework which became an essential tool in developing the master plan for Fort McClellan. The framework consisted of the following assertions:

- Future use strategies should recognize the weaknesses of the Calhoun County economy while building on the potential of Fort McClellan to become a regional centerpiece for development.
- Growth in the local economy in recent years can be mostly attributed to the development of Quintard Mall close to Interstate 20 and a buoyant health and medical service sector. A development strategy for Fort McClellan, therefore, should discount the possibility of any significant pent-up local

demand for land or property at Fort McClellan within these specific sectors.

- Local agencies project a decline in the population of Calhoun County, as well as an aging demographic profile. Therefore skill shortages are likely to increase as the labor pool shrinks in size.

- The average household income in Calhoun County has grown little over the last 17 years, reflecting a gradual substitution of lower-paid part-time service jobs for higher-paid full-time manufacturing and professional jobs. Fort McClellan could provide new industrial and commercial development opportunities to reverse this trend.

- The planned Eastern Bypass would significantly improve the attraction of the Fort to industrial developers.

- Improved links between business and education are essential to the region's competitiveness

- The current stock of buildings will be difficult to match to the needs of the market. Greenfield areas of the Fort are likely to prove more attractive to developers.

- A number of unique factors challenge the development, including the campus-like nature of the Fort, uncertainties inherent in the military's departure and the future of the Chemical Defense Training Facility ((CDTF), unexploded ordinance (UXO) and the chemical incinerator at Anniston Army Depot.

- The housing stock at Fort McClellan represents an essential element of the job creation strategy by ensuring short-term cash flows and by becoming the centerpiece of the retirement community.

- Personal property at Fort McClellan is essential to job creation. If the Base is denuded of personal property, job creation is specious at best, and the Base reuse will be compromised.

- The Center for Domestic Preparedness (CDP) represents a rare opportunity to initiate an important R&D and training element of the program fully two years before Base closure. It underpins the concept of a seamless transition and serves as a catalyst for future industry clustering.

3.0 The Preferred Land Use Plan

The goals and conclusions of Phase 1 were used to develop three different future visions of Fort McClellan. These alternative "snapshots" showed what the Fort might look like in 2020, and each responded in a different way to the current market realities:

Option A: Assumed that the current market trends continue; that all of the public sector requests which had been tabled, at the time, are accommodated; that public investment in infrastructure is minimized

Option B: Assumed that Fort McClellan's history as a training facility becomes the main marketing asset; that the majority of new activity at the Fort centers on public and private sector training initiatives.

Option C: Assumed that the Fort becomes a regional employment center; that investment in infrastructure is high, but that so also is the return on that investment.

These three alternative scenarios were presented at three workshops in January 1997. The first involved members and staff of the Reuse Authority. The second workshop involved the public. The third workshop involved an invited panel of developers from other parts of the Southeast.

The reaction of the three disparate groups to the three options was remarkably similar. Most participants preferred Option C, expressing the desire for a bold vision for Fort McClellan as a catalyst for regional economic development. On the other hand, enthusiasm was tempered by the desire to see refined market data and costs.

The consultant team took away the results of the workshops and embarked on a detailed analysis of the three alternatives, including market assessment, job creation potential, infrastructure costs, and potential tax yields and revenues. Analysis also included prioritization of environmental cleanup areas, estimation of demolition costs, a description and cost of new road construction, and land use requirements.

The Preferred Land Use Plan fulfills the objectives of the community, while addressing constraints that include market size, environmental disposition, and capital and revenue costs. It forms the base upon which the phased implementation plan has been developed.

The key physical features of the Preferred Land Use Alternative are:

- A mix of uses, with a majority of the living areas south of Cane Creek and the majority of the working areas north of Cane Creek

- The creation of a series of living, working, learning and shopping neighborhoods that create a mixed-use community
- An open space network that links the various neighborhoods and provides a valuable public amenity
- A corridor cleared of UXO and along which the Eastern Bypass is built
- A four-lane parkway (largely following the existing road network) that joins the Eastern Bypass
- An upgrading of the rail line and its extension to the north, to provide rail access to five of the industrial sites
- The creation of a separate truck route, using an existing road to link the proposed spine road at the Rail Industrial Park with the Eastern Bypass south of Yahoo Lake
- Access points to the property at five locations along Highway 21. Two of these entrances provide access directly to the spine road, the other three provide access to specific neighborhoods.
- A nature reserve in the Choccolocco Mountains

3.1 RESIDENTIAL

Economic analyses identified the potential for a small but active market for homes at Fort McClellan and the opportunity to create a retirement community for the purposes of job creation. As development at the Fort accelerates, it is likely to generate a further, internal, demand for homes of various types. Several residential areas have been identified in the Preferred Land Use Alternative, including:

Baker Estates and Homes Adjacent to Summerall Gate

This area includes a combination of existing housing units and potential new development that includes both single-family attached and detached units.

Buckner Circle

This historic housing area includes renovated and reused single family housing in a high quality historic neighborhood.

A Planned Retirement Community

Economic analyses have highlighted the striking demographic trends that will affect senior age groups over the next 25 years. There is an opportunity for Fort McClellan to exploit these trends by establishing, with private sector developers, a planned retirement community. The community would be aimed at the Southeastern United States and would support the State of Alabama's objective to attract increasing numbers of retirees to the region.

The retirement community comprises:

The Buckner Retirement Development, which includes the reuse of approximately 60 existing single story housing units in Avery Drive, with the potential to construct an additional 440 units. This component is intended to serve the 70- to 85-year-old retirees, most of whom will be attracted from within 100 miles of Fort McClellan. In addition, a new executive golf course adjacent to these homes provides the potential to create a high quality, single-family residential community aimed primarily at 50- to 70-year-old retirees from the wider Southeast region.

Assisted Care Retirement (clustered around the hospital). This community is provided with a relatively high degree of assisted care and includes retirees 80 years old and above who move to the community from within a 50-mile radius. The hospital is a focal point of this complex and could provide medical care to the residents of this community as well as the other retirement communities.

3.2 RETAIL

Two types of retail development have been identified; small-scale service retailing to support the immediate needs of local residents and workers and the longer-term opportunity to support larger, regional shopping needs. The Preferred Land Use Alternative, therefore, provides:

- A series of retail sites throughout the property to serve the proposed neighborhoods as well as serve surrounding communities.
- Two sites along Highway 21, one at the southern end of the property adjacent to the Baker Estates community and one at the northern end near the office and industrial employment areas.
- A small town center, close to the current heart of the Fort. The town center would include community uses such as a post office, meeting hall, commercial recreation (i.e. bowling alley/roller skating rink) and retail uses such as restaurants and a convenience store.
- A large reserve site, at the intersection of the Eastern Bypass and the McClellan Parkway, which would provide the opportunity to develop a commercial complex to serve the wider region.

3.3 INDUSTRIAL, OFFICE AND RESEARCH

Economic analyses have identified the opportunity to position Fort McClellan as a regional employment center. There are few serviced sites in single ownership, of 1,000 acres or more, in Alabama. In addition, the Eastern Bypass will provide rapid access to Interstate 20, which connects Birmingham and Atlanta. Provision of one or more large reserve sites, close to enhanced road and rail facilities, will help place Fort McClellan high on the list of preferred industrial locations in the Southeast. In order to establish the Fort's identity as an employment location, the Preferred Land Use Alternative provides:

- Several large parcels, intended for employment uses, north of Cane Creek
- The McClellan Office and Research Park, directly north of Cane Creek, including Sibert Hall and Truman Gymnasium
- Research uses
- Several large industrial parcels north of the McClellan Office and Research Park
- The McClellan Rail Industrial Park, east of the Parkway

These parcels will benefit from access to the upgraded and extended rail line. East of the Parkway, several other industrial parcels provide good access to the Parkway and Highway 21.

3.4 AGRICULTURE AND AGRIBUSINESS

Agriculture and agribusiness are important facets of the regional economy and provide opportunities for the interim use of parts of Fort McClellan. The northern section of the Fort, indicated on the Preferred Plan as industrial land, could be allocated for agriculture use in the short term, prior to industrial development. Management of forest lands at the Fort should also be continued to ensure sound land stewardship.

3.5 TRAINING/EDUCATION

Fort McClellan is a training establishment with many campus-style features. It is well served by its environment, facilities, and size to be a potential location for several private and public sector national and regional training centers. To this end the Preferred Land Use Alternative provides:

- Two training/education areas, one south and one north of Cane Creek. The area south of Cane Creek is focused around the existing MP School and Polygraph institute area. This campus is intended to serve the

Education Consortium. The area to the north of Cane Creek is located within the existing Reception Center and is intended to provide a special training and conference facility.

- The Reuse Authority, in agreement with the Department of Justice, has established the National Center for Domestic Preparedness at Fort McClellan (CDP). Individual sites and buildings have been earmarked for this activity. The Reuse Plan provides sufficient flexibility for this initiative to be accommodated.

3.6 RECREATION/OPEN SPACE

The amount of land available at Fort McClellan enables the adoption of relatively low development densities, thus improving the amenity available to each of the preferred land uses and helping to build the long-term value of the area. The community also benefits from provision in the Preferred Land Use Alternative of:

- Open space that is a network of passive and active recreation areas. In this way, each of the neighborhoods is linked to the larger open space system surrounding the site.
- Active recreation areas, including Cane Creek Golf Course, the proposed new executive golf course adjacent to the retirement community, and Guillion Recreation Fields, which serve as a major active recreation area for both the proposed neighborhoods as well as the surrounding communities.
- Town Center Park, which primarily provides a natural amenity for the Town Center.
- Buckner Park, which is located in Buckner Circle and provides an amenity for this historic housing area.
- A Trail system which connects these different open spaces with their surrounding neighborhoods.

3.7 SPECIAL USE AREAS/SPECIAL USE BUILDINGS

In addition to the main economic drivers described above, and identified by economic analyses, several special uses are accommodated in the Preferred Plan. It is imperative that the personal property contained in special use buildings be retained to support job creation. Without the personal property in special use buildings these facilities will not be reused and lost jobs will not be replaced. These include:

- The existing school and youth services facility that will provide a community amenity for the Baker Estates Community as well as surrounding neighborhoods
- Lagarde Park Expansion. The property adjacent to Lagarde Park will be utilized for additional cultural and recreation facilities.
- Yahoo Lake and Retreat Center, which will serve as a recreation and retreat complex for local, regional, and national groups
- The WAC museum, which ideally will continue in its current facility
- The National Guard, which will utilize facilities in several locations for administration and training
- A local Veteran's Cemetery
- Additional land for Camp Lee
- Additional land for Coosa Valley Youth Services
- Noble Army Hospital
- The Dental Facility
- The Heavy Vehicle Maintenance Facility (350)
- Central Shipping and Receiving
- The Elementary School

4.0 PHASING

The implementation of the Preferred Use Plan is carried out over three phases, or periods. The first phase begins on January 1, 2000.

4.1 PHASE 1

The first phase of this implementation plan lasts 5 years and includes that part of the Fort that is bounded to the north by Cane Creek, to the east and south by Summerall Gate Road, and to the west by Highway 21. This phase contains over 1,000 acres, 700 acres of which are already developed. Phase 1 includes the following:

- Existing housing and the potential for further housing development, aimed at the retirement community
- The CDP
- Buildings with the potential for reuse as:
  - ⇒ Educational facilities
  - ⇒ Manufacturing and warehousing
  - ⇒ Office space
  - ⇒ Retailing
  - ⇒ Homeless assistance facilities
- Publicly accessible active recreation areas
- An existing golf course and the potential for a second course
- The wastewater treatment facility adjacent to the Base, north of Baker Gate
- A historic core which forms the heart of a potential town center

This first phase is defined by its marketing potential, its clearly defined areas of environmental cleanup, its ability to offer a mix of uses and a range of reusable buildings, its proximity to relatively well developed infrastructure, its sense of place (in the form of a definable town center), and its quality of open space.

Phase 1 has been divided into two parts, a and b. Phase 1a comprises those parcels of land that offer immediate opportunities for disposal. **Simply, the Reuse Authority on receipt from the Army should be able to dispose of** them on a back-to-back basis. Phase 1b, it has been assumed, will require 5 years to be sold, let, or developed (depending on the use in question).

Current estimates of the rate of absorption for industrial buildings show that, of the existing reused buildings, about 12,000 square feet will be absorbed in 2000, rising to 15,000 a year by 2004. Land for new industrial buildings is expected to generate 35,000 to 45,000 square feet of demand per year for 5 years. Phase 1, therefore, is projected to yield about 275,000 square feet of demand for industrial space over a 5-year span.

Office space in Phase 1 is expected to show a weaker absorption rate. Existing buildings will attract about 21,000 square feet of demand during Phase 1. No demand for land to build new office space is forecast.

Phase 1 is forecast to generate demand for 58,000 square feet of retail, all in existing buildings.

Development opportunities in Phase 1 parcels are forecast to eventually create about 2,300 jobs. Many of these jobs will be created in the later stages of the overall development program, and beyond.

The Business Plan Pro Forma estimates that Phase 1 will generate an income of $15.6 million during its notional 5-year time frame. Approximately $5.5 million is expected to be earned in the form of nonresidential revenue. This includes rent from successfully let industrial, office and retail premises, non-residential land, and building sales. The remaining $10.1 million is generated by the sale of residential units to retirement developers.

Phase 1 costs, compared to income, are substantial. Management, mothballing of retained buildings, maintenance of part-occupied buildings, and the demolition of unwanted structures amounts to $15 million in Phase 1. Transportation improvements, including maintenance, improvement, closure and demolition of roads, parking lot construction, new or improved sidewalks, bike and walking paths, bridges, and traffic control are projected to cost $30 million. Utility improvements, including water supply, wastewater management, stormwater management, electrical, gas, communications, and solid waste management and special utilities, cost almost $13 million.

When summing costs and subtracting revenue, the deficit generated in Phase 1 is about $42 million.

An alternative approach to infrastructure development (outlined in detail in Chapter 5) enables costs to be reduced radically in the early phases of this development. Adopting the alternative strategy, the deficit generated in Phase 1 falls to $7.4 million. This deficit could be closed by several potential sources of funding. First, transportation funding of $3 million should be sought from State and Federal sources, spread over the 5-year period. Second, utility funding of up to $8 million should be sought from private sector, Federal, and State sources, depending on the precise nature of the costs.

4.2 PHASE 2

The second phase of the implementation plan will commence in January 2005 and last 7 years. The majority of Phase 2 is located to the north of Cane Creek and runs in a broad band southeastward from Highway 21 at Galloway Gate to the point at which Baines Gap Road crosses Rocky Hollow Road. Phase 2 parcels which occur outside this area do so because expected market conditions preclude them being part of the earlier Phase 1.

Phase 2 includes just over 600 acres, 88 of which may be defined as developed. Phase 2 contains:

- Two key buildings that have reuse potential:
  - ⇒ Sibert Hall
  - ⇒ The Noble Army Hospital
- Land allocated for two greenfield retail developments along Highway 21
- Sites for at least six industrial parks
- Sites for two office parks
- Land allocated for development as a retirement community
- An elementary school

Phase 2 is defined by its potential for meeting the needs of an established and maturing market for industrial, office, retail space, and retirement housing at Fort McClellan. Phase 2, therefore, builds on the first 5 years of development. The success of marketing Phase 2 will depend on the successful development of a town center with a sense of place at the heart of Fort McClellan.

Phase 2 includes existing buildings for which demand is likely to be relatively slow to develop and includes areas where remediation by the Army is assumed to be more problematic (and will, therefore, take longer to implement).

Estimates of the absorption rate for industrial buildings and land forecast that Phase 2 will generate demand for a total of 1.06 million square feet; 265,000 square feet of reused property at Fort McClellan and a little over 796,000 square feet of new greenfield industrial and warehouse development.

Demand for office space is forecast to total 220,000 square feet in Phase 2. About 80,000 square feet will be absorbed by the reuse of existing buildings and a further 140,000 square feet by greenfield development.

Phase 2 will generate demand for about 395,000 square feet of retail space, virtually all of which will be in the form of greenfield development.

Approximately 6,200 jobs are expected to be created in Phase 2 parcels. Much of this estimate depends on the successful reuse of Sibert Hall, which is unlikely to be achieved before the completion of the development program outlined in this Reuse Plan.

The Business Plan Pro Forma for Phase 2 covers 7 years of development. The market at Fort McClellan will be, by definition, more mature, and therefore absorption rates are assumed to be stronger. Phase 2, therefore, is estimated to generate $18 million of revenue between 2005 and 2011. Almost $16.5 million of this will be from non-residential sources, while the remaining $1.5 million enters the cash flow in the third year of the Phase, following the sale of the remaining residential land reserve.

Phase 2 costs, compared to income, are, once again substantial. Mothballing of retained buildings, maintenance of part-occupied buildings, and the demolition of unwanted structures amounts to over $18 million in Phase 2. Transportation improvements, including maintenance, improvement, closure and demolition of roads, parking lot construction, new or improved sidewalks, bike and walking paths, bridges, and traffic control are projected to cost $49 million. Utility improvements, including water supply, wastewater management, stormwater management, electrical, gas, communications, and solid waste management and special utilities, cost $23 million.

When summing costs and subtracting revenue, the cumulative deficit generated by the end of Phase 2 is $115 million.

The alternative approach to infrastructure development (outlined in detail in Chapter 5) enables costs to be reduced in the early phases of this development. The cumulative deficit generated at the end of Phase 2, as a result of the alternative cost structure, is $38 million. Half of this deficit could be closed by further funding of transportation costs. Just over $2 million per year, for 7 years, should be sought from State and Federal sources. Second, the ongoing need to renew utility funding means that up to $20 million should be sought from the private sector, State, and Federal sources, depending on the precise nature of the costs.

4.3 PHASE 3

Phase 3 commences in January 2013 and lasts 5 years. Though Phase 3 is the final phase of the plan, it is expected that Fort McClellan will continue to be developed beyond 2017. The Preferred Land Use Plan, for instance, assumes that all of its components will be in place by 2020 but that there will be land available for development within many of the parcels beyond that date.

Phase 3 comprises those parts of Fort McClellan which, because of their location and the rate of land absorption, are likely to be the last areas of the Fort to attract development. In other words, the development program for Fort McClellan will be mature before these sites are required to meet market demand.

This Phase, therefore, contains:

- Large contiguous greenfield sites appropriate for industrial development close to Reilly Lake and the airfield

- A development reserve close to the town center of Fort McClellan and served by 8th Avenue

Phase 3 is defined by its peripheral location and relative isolation from the remainder of Fort McClellan, its dependence on a maturing market for its various uses, and its lack of existing buildings suitable for reuse.

About 833,000 square feet of industrial demand will be generated during Phase 3; 208,000 square feet will be absorbed by existing buildings (mostly in Phase 2 parcels), while 625,000 square feet will be developed on greenfield sites.

Demand for office space is forecast to total 250,000 square feet. About 62,500 square feet will be accommodated in Phase 2's existing buildings, while the remaining 187,500 square feet will be new development.

Phase 3 parcels could eventually generate 1,400 jobs, mostly beyond the span of the program outlined in this Reuse Plan.

The 15-year Business Plan Pro Forma (Chapter 9) identifies an income stream for the first 3 years of this 5-year phase. This stream consists solely of nonresidential income and totals a little over $17 million. This income stream assumes a reduced flow of rental income accruing to the Reuse Authority, as well as several substantial capital injections from the sale of buildings or land.

Phase 3 costs, compared to income, are once again substantial. Management, mothballing of retained buildings, maintenance of part-occupied buildings and the demolition of unwanted structures totals $4 million in Phase 3. Transportation improvements, including maintenance, improvement, closure and demolition of roads, parking lot construction, new or improved sidewalks, bike and walking paths, bridges, and traffic control are projected to cost over $15 million. Utility improvements, including water supply, wastewater management, stormwater management, electrical, gas, communications, and solid waste management and special utilities, cost almost $9 million.

When summing costs and subtracting revenue, the cumulative deficit generated by the end of Phase 3 is almost $126 million.

The alternative cash flow for Phase 3 of the Comprehensive Reuse Plan shows a substantial variation from this shortfall. Total costs for Phase 3 are $22 million and the cumulative deficit at the end of the Phase is $42 million, though the shortfall *within* the Phase is less than $5 million for the 3-year period. Once again, the once-only improvements to the transportation system account for half the costs of this Phase. If half the proposed improvements could be financed from State and Federal sources, the deficit in Phase 3 would be eliminated.

4.4 OPEN SPACE

The Preferred Land Use Plan highlighted the importance of open space. The Plan has attempted to enhance the value of developed parcels by including open space areas within their boundaries and ensuring that, wherever practically possible, open space parcels are created adjacent to developed parcels.

The development densities in most parcels are sufficiently low to enable green buffer zones to be created when carrying out detailed planning of each parcel.

The open space parcels highlighted in the parcelization process fulfill one or more of several functions. An open space parcel may:

- Accommodate an active use such as a golf course or recreation field
- Protect a wetland or follow the course of a floodplain
- Include a significant quantity of UXO or other material requiring remediation
- Include a landfill
- Serve as a buffer between traditionally incompatible land uses.

Open Space parcels should be tied to the phasing of adjacent development parcels in order to ensure continuity of maintenance and a rational 'opening up' of the Fort as reuse accelerates. Maintenance clearly becomes an important issue given the amount of shrubs, trees, and grass within each open space parcel. The degree of maintenance to which each parcel is subjected will depend on its location in relation to adjacent development parcels. Three levels of maintenance have been identified:

- Basic maintenance, which will be applied to those areas that are less visible and/or will not offer public access. This category also applies to those parcels which are predominantly woodland and which will require normal arboreal inspection regimes.
- Moderate maintenance, which generally applies to those parcels to which the public has access, but which are for informal recreation
- High level maintenance, which applies to parcels that accommodate active, organized recreation and/or are highly visible to visitors to Fort McClellan

4.5 The Reserve Component Enclave

The enclave comprises a number of discontiguous parcels which will accommodate National Guard training activities and, therefore, are not deemed surplus property. The proposed new truck route provides the largest of these parcels with access to the new Eastern Bypass. The remaining parcels will use Galloway Gate for traffic movements in and out of Fort McClellan. The National Guard will be prohibited from using Summerall, Batzell, and Baker Gates.

The CDP and the National Guard will, initially, have joint use of the CDTF and Buildings 472 to 487 (the Military Operations on Urban Terrain [MOUT]). As the CDP increases its activities, it will require sole use of these facilities, and the National Guard will be provided with alternative training sites.

4.6 Remediation Reserve Parcels

The scale of remediation required has yet to be defined, but it is likely that a lengthy and costly cleanup program will be required. The Preferred Land Use Plan has identified a number of uses that are highly compatible with the natural environment contained in this part of Fort McClellan. The Remediation Reserve includes:

- Land which provides the ideal setting for a retirement golf community
- A strategically-placed area for further retail development
- A remote lakeside retreat
- Extensive wooded areas suitable for passive recreation
- The creation of a National Wildlife Refuge (see Appendix 1)
- Expansion land for Lagarde Park

- The route of the planned Eastern Bypass

The benefits of the natural environment in this part of Fort McClellan are, currently, outweighed by the fundamental environmental shortcomings manifest in the, as yet, undefined quantities of UXO, chemical, and biological hazards which pervade the area.

Upon completion of the removal of UXO and other contaminants, parcels in the Remediation Reserve will be absorbed by the Reuse Authority. These parcels are forecast to generate almost 500 jobs at some indeterminate date.

5.0 Costs and Revenues

5.1 THE PREFERRED PLAN

REVENUES	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
RESIDENTIAL	336,000	4,055,000	2,060,000	2,435,000	1,250,000	10,136,000
INDUSTRIAL	83,160	116,310	146,310	184,830	214,830	745,440
OFFICES	32,500	65,000	147,500	146,250	1,656,545	2,047,795
RETAIL	66,000	132,000	1,164,080	132,000	1,236,240	2,730,320
Annual Total Revenue	517,660	4,368,310	3,517,890	2,898,080	4,357,615	15,659,555
Cumulative Total Revenue	517,660	4,885,970	8,403,860	11,301,940	15,659,555	

COSTS	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
TRANSPORTATION	21,375,217	2,552,820	1,887,264	1,887,264	1,887,264	29,589,830
UTILITIES	7,053,876	1,914,503	1,315,629	1,327,312	1,339,579	12,950,900
BUILDING/MISC.	3,311,720	663,770	663,770	663,770	663,770	5,966,800
MOTHBALLING	1,035,680	918,680	823,115	726,240	658,004	4,161,718
MANAGEMENT	3,277,649	604,977	468,978	460,459	454,862	5,266,925
Annual Total Costs	36,054,142	6,654,750	5,158,756	5,065,045	5,003,479	57,936,172
Cumulative Total Costs	36,054,142	42,708,892	47,867,648	52,932,693	57,936,172	

Annual Surplus/Deficit	-35,536,482	-2,286,440	-1,640,866	-2,166,965	-645,864
Cumulative Surplus/Deficit	-35,536,482	-37,822,922	-39,463,788	-41,630,753	-42,276,617

REVENUES

PHASE TWO	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
RESIDENTIAL	0	0	1,575,000	0	0	0	0	1,575,000
INDUSTRIAL	291,960	507,450	567,450	627,450	672,450	6,167,982	1,390,118	10,227,860
OFFICES	281,100	195,000	292,500	390,000	677,580	585,000	855,668	3,277,568
RETAIL	13,552	98,560	1,170,000	0	0	1,170,000	520,000	2,972,112
Annual Total Revenue	587,332	801,010	3,604,950	1,017,450	1,350,030	7,922,982	2,768,786	18,052,540
Cumulative Total Revenue	16,246,887	17,047,897	20,652,847	21,670,297	23,020,327	30,940,309	33,712,095	

COSTS

PHASE TWO	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
TRANSPORTATION	7,572,417	6,959,339	6,959,339	6,959,339	6,959,339	6,959,339	6,959,339	49,328,449
UTILITIES	12,451,722	1,762,870	1,777,071	1,791,982	1,807,638	1,824,077	1,841,338	23,256,698
BUILDING/MISC.	2,727,107	698,107	1,915,107	698,107	698,107	698,107	698,107	8,132,750
MOTHBALLING	580,754	532,004	483,254	434,504	393,254	356,895	306,060	3,086,722
MANAGEMENT	1,983,220	845,947	946,455	840,134	837,959	836,365	833,412	7,123,390
Annual Total Costs	25,315,220	10,798,267	12,081,226	10,724,065	10,696,296	10,674,683	10,638,255	90,928,011
Cumulative Total Costs	83,251,392	94,049,659	106,130,885	116,854,950	127,551,245	138,225,928	148,864,184	

Annual Surplus/Deficit	-24,727,888	-9,997,257	-8,476,276	-9,706,615	-9,346,266	-2,751,701	-7,869,469
Cumulative Surplus/Deficit	-67,004,505	-77,001,762	-85,478,038	-95,184,653	-104,530,918	-107,282,619	-115,152,089

REVENUES

PHASE THREE	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
RESIDENTIAL	0	0	0	0
INDUSTRIAL	589,950	4,678,346	8,542,866	13,811,162
OFFICES	845,000	975,000	1,105,000	2,925,000
RETAIL	0	975,000	0	975,000
Annual Total Revenue	1,434,950	6,628,346	9,647,866	17,711,162
Cumulative Total Revenue	35,147,045	41,775,391	51,423,257	

COSTS

PHASE THREE	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
TRANSPORTATION	7,729,482	3,967,591	3,967,591	15,664,663
UTILITIES	3,917,236	2,343,267	2,363,248	8,623,751
BUILDING/MISC.	657,270	407,270	407,270	1,471,810
MOTHBALLING	254,810	207,209	164,518	626,537
MANAGEMENT	941,910	519,400	517,697	1,979,007
Annual Total Costs	13,500,708	7,444,737	7,420,323	28,365,768
Cumulative Total Costs	162,364,891	169,809,628	177,229,951	

Annual Surplus/Deficit	-12,065,758	-816,391	2,227,543
Cumulative Surplus/Deficit	-127,217,846	-128,034,237	-125,806,694

5.2 THE ALTERNATIVE CASH FLOW

REVENUES

	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
RESIDENTIAL	336.000	4.055.000	2.060.000	2.435.000	1.250.000	10,136,000
INDUSTRIAL	83.160	116.310	146.310	184.830	214.830	745,440
OFFICES	32.500	65.000	147.500	146.250	1.656.545	2,047,795
RETAIL	66.000	132.000	1.164.080	132.000	1.236.240	2,730,320
Annual Total Revenue	517.660	4.368.310	3.517.890	2.898.080	4.357.615	15.659.555
Cumulative Total Revenue	517.660	4.885.970	8.403.860	11.301.940	15.659.555	

COSTS

	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
TRANSPORTATION	1.654.788	499.512	251.744	251.744	251.744	2,909,531
UTILITIES	3.877.907	1.406.147	872.274	883.957	896.224	7,936,509
BUILDING/MISC.	3.311.720	663.770	663.770	663.770	663.770	5,966,800
MOTHBALLING	1.035.680	918.680	823.115	726.240	658.004	4,161,718
MANAGEMENT	988.009	348.811	261.090	252.571	246.974	2.097.456
Annual Total Costs	10.868.104	3.836,920	2.871.993	2.778.282	2,716,715	16.812.840
Cumulative Total Costs	10.868.104	14.705.024	17.577.017	20.355.298	23.072.014	

Annual Surplus/Deficit	-10.350.444	531.390	645.897	119.798	1.640.900
Cumulative Surplus/Deficit	-10,350,444	-9,819,054	-9,173.157	-9,053.358	-7.412.459

REVENUES

	PHASE TWO							
	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
RESIDENTIAL	0	0	1,575,000	0	0	0	0	1,575,000
INDUSTRIAL	291,960	507,450	567,450	627,450	672,450	6,167,982	1,393,118	10,227,860
OFFICES	281,820	195,000	292,500	390,000	677,580	585,000	855,668	3,277,568
RETAIL	13,552	98,560	1,170,000	0	0	1,170,000	520,000	2,972,112
Annual Total Revenue	587,332	801,010	3,604,950	1,017,450	1,350,030	7,922,982	2,768,786	18,052,540
Cumulative Total Revenue	16,246,887	17,047,897	20,652,847	21,670,297	23,020,327	30,943,309	33,712,095	

COSTS

	PHASE TWO							
	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
TRANSPORTATION	2,269,931	2,062,838	2,062,838	2,062,838	2,062,838	2,062,838	2,062,838	14,446,962
UTILITIES	11,883,548	1,194,696	1,208,897	1,223,807	1,239,463	1,255,903	1,273,164	19,279,478
BUILDING/MISC.	2,727,107	698,107	1,915,107	698,107	698,107	698,107	698,107	8,132,750
MOTHBALLING	580,754	532,004	483,254	434,504	393,254	356,895	306,060	3,086,722
MANAGEMENT	1,484,214	381,450	481,958	375,637	373,461	371,768	368,914	3,837,403
Annual Total Costs	18,945,554	4,869,095	6,152,054	4,794,893	4,767,123	4,745,512	4,709,084	48,983,315
Cumulative Total Costs	35,758,394	40,627,489	46,779,543	51,574,436	56,341,560	61,087,071	65,796,155	

Annual Surplus/Deficit	-18,358,222	-4,068,085	-2,547,104	-3,777,443	-3,417,093	3,177,470	-1,940,298
Cumulative Surplus/Deficit	-25,770,681	-29,838,766	-32,385,870	-36,163,313	-39,580,406	-36,402,936	-38,343,233

REVENUES

	PHASE THREE			
	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
RESIDENTIAL	0	0	0	0
INDUSTRIAL	589.950	4.678.346	8.542.866	13,811,162
OFFICES	845.000	975,000	1.105.000	2,925,000
RETAIL	0	975.000	0	975.000
Annual Total Revenue	1,434,950	6,628,346	9,647.866	17.711.162
Cumulative Total Revenue	35.147.045	41,775.391	51.423.257	

COSTS

	PHASE THREE			
	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
TRANSPORTATION	6.167.167	2,811.261	2.811.261	11,789,689
UTILITIES	3.315.501	1.741.532	1.761.513	6,818,546
BUILDING/MISC.	657,270	407.270	407.270	1,471,810
MOTHBALLING	254.810	207.209	164.518	626,537
MANAGEMENT	779.606	387.545	385.842	1.552.994
Annual Total Costs	11,174,353	5,554,818	5,530,404	22,259.575
Cumulative Total Costs	76.970.509	82.525.326	88.055.730	

Annual Surplus/Deficit	-9.739.403	1,073.528	4.117.462
Cumulative Surplus/Deficit	-48,082.637	-47,009.109	-42,891.646

6.0 FINANCING PLAN

The Fort McClellan Comprehensive Reuse Strategy shows a deficit after 15 years and three phases of development of almost $126 million.

This large deficit arises because Fort McClellan will generate substantial infrastructure and management costs in order for it to be marketable in a semi-rural economy. Unlike many base reuse examples, the Fort does not have a ready supply of good quality building stock for which there is a pent-up local demand. Furthermore, the Army has reduced its investment in the Base's infrastructure over a number of years, leaving the community to step in and fill the investment gap.

Income from activities such as the sale and lease of residential property, industrial premises, office space, and agricultural opportunities will be difficult to realize. The cash flow analysis that appears in this Reuse Plan is conservative. It recognizes the risk that the community will be taking on, as well as the uncertainties associated with remediation. The difference between the streams of expenditure and income will be negative throughout the three phases of development unless significant injections are made from several quarters.

Support to cover the fundamental infrastructure costs generated by this Reuse Strategy will be sought from Federal economic development programs wherever possible. However, in an effort to minimize essential costs while achieving forecast revenues and meeting the aspirations of the community, this plan includes an alternative cash flow.

The alternative cash flow defers certain key expenditures and is based on a reduced commitment to new infrastructure construction, while fulfilling the underlying objectives of the Preferred Land Use Plan. The 15-year cumulative deficit generated by the alternative cash flow is a little less than $43 million, or an average of almost $3 million per year. The upgraded transportation network and utility infrastructure costs account for much of the deficit, and it will be to State and Federal funding sources, over a 15-year period, to which the community will turn. While the $43 million gap is daunting, attempts to close the gap by implementing further reductions in infrastructure investment are likely to lead to a reduction in income.

The pro forma does not include the financing of the construction of a new Eastern Bypass, which the community expects to be funded to a level of $50 million.

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TABLE OF CONTENTS

TABLES

APPENDICES

1.0 Implementing the Preferred Land Use Plan

Two key phases of work by the consultant team have been crucial in enabling the following Implementation Plan to be devised. First, an analysis of existing conditions was carried out by the team. Second, this analysis was used to inform the local community and its leaders, enabling them to participate in a process that resulted in a series of redevelopment options for Fort McClellan. The culmination of this process was the definition of a Preferred Land Use Plan.

The Preferred Land Use Plan forms the basis for a phased implementation strategy which also draws heavily on several key components. These components, which use the Preferred Land Use Plan as a starting point, include:

- Real and Personal Property Acquisition Plan
- Phasing Plan
- Capital Improvements Strategy
- Infrastructure Privatization Plan
- Financing Plan
- Target Market Strategy
- Business Plan Pro Forma
- Demolition Plan

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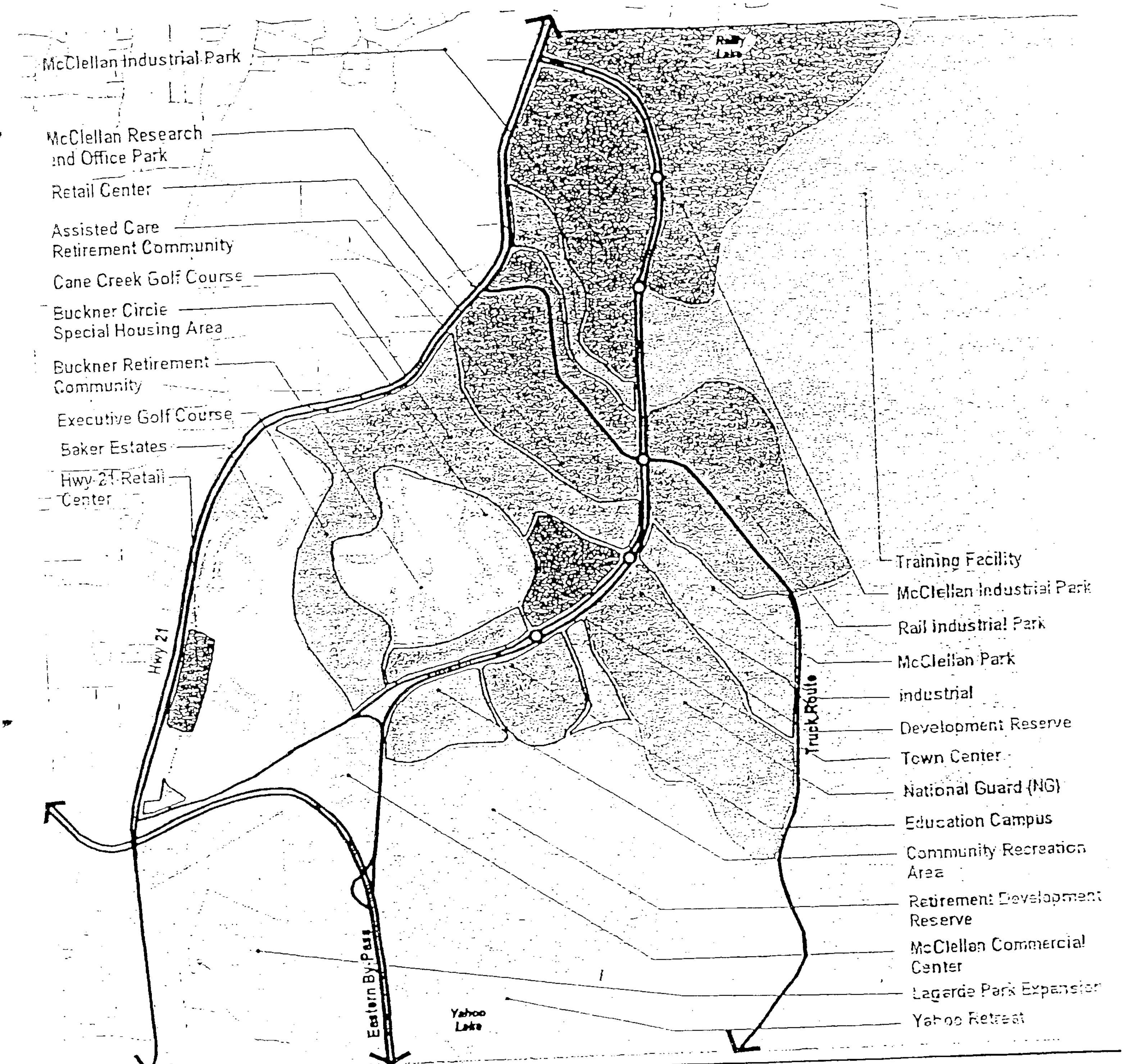
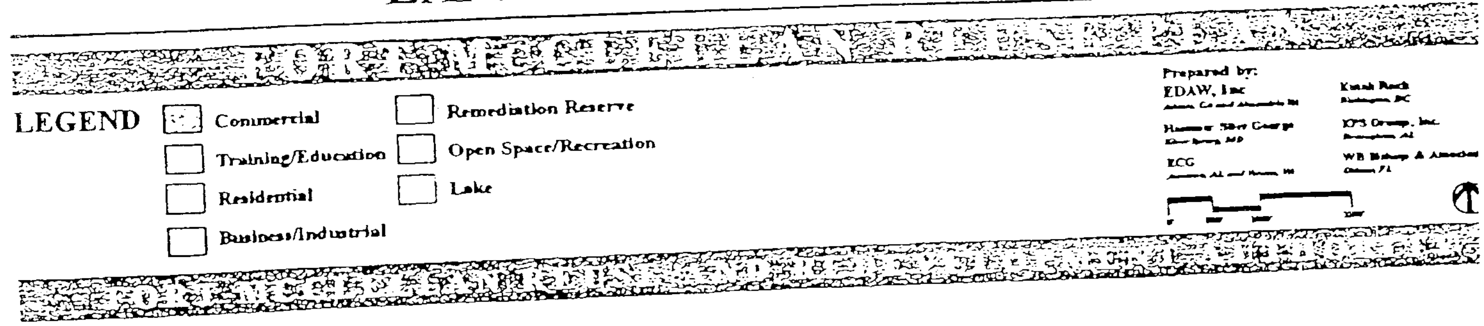
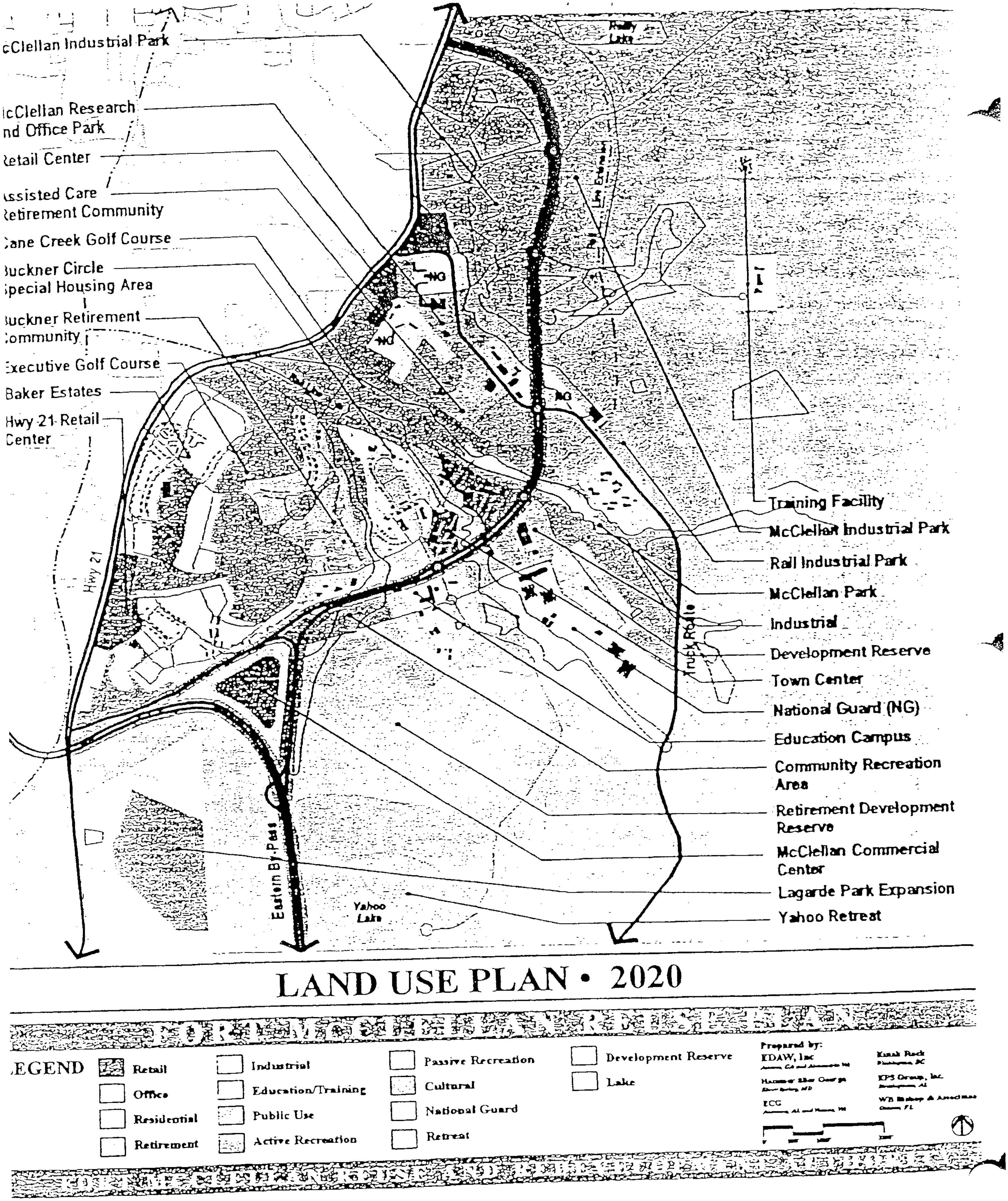


LAND USE DIAGRAM • 2020





cClellan Industrial Park
lcClellan Research
nd Office Park
Retail Center
ssisted Care
Retirement Community
Cane Creek Golf Course
Buckner Circle
Special Housing Area
Buckner Retirement
Community
Executive Golf Course
Baker Estates
Hwy 21 Retail
Center
Hwy 21
Eastern By-Pass
Yahoo
Lake
Truck Route
NG
Training Facility
McClellan Industrial Park
Rail Industrial Park
McClellan Park
Industrial
Development Reserve
Town Center
National Guard (NG)
Education Campus
Community Recreation
Area
Retirement Development
Reserve
McClellan Commercial
Center
Lagarde Park Expansion
Yahoo Retreat
LAND USE PLAN • 2020
LEGEND
Retail
Office
Residential
Retirement
Industrial
Education/Training
Public Use
Active Recreation
Passive Recreation
Cultural
National Guard
Retreat
Development Reserve
Lake
Prepared by:
EDAW, Inc
ECG
EPS Group, Inc
WB Bishop & Associates

2.0 IMPLEMENTATION

This phase of the Comprehensive Reuse Plan fulfills two main objectives. First, it brings together a series of key elements which can be found in Chapters 3 through 9. Second, Phase 3 synthesizes these key elements to produce an Implementation Plan. This Implementation Plan takes as its starting point the Preferred Land Use Plan which, in turn, was the culmination of the first two phases of the Fort McClellan Comprehensive Reuse Plan. It is structured in two parts. The first part outlines the underlying **implementation principles** of management structure and strategy, phasing, environmental issues, and marketing. The second part of the plan uses the **parcelization** process as a framework for implementation.

2.1 IMPLEMENTATION PRINCIPLES

2.1.1 STRUCTURE AND MANAGEMENT STRATEGY OF THE REUSE AUTHORITY

Chapter 3 addresses the acquisition strategy for Fort McClellan in detail. In addition, the following principles or assumptions underpin this Implementation Plan:

- **That implementation of the Preferred Land Use Plan takes into account the momentum that has already been built up by the Reuse Authority.** Even though staffed to the minimum, and with a strictly limited constitution, the Reuse Authority has built substantial momentum within the local community and further afield. The most impressive manifestation of this momentum is the fast-developing plans for the establishment of a national Center for Domestic Preparedness (CDP), to be located at Fort McClellan. This initiative has been community-wide in its development, but began as a potential reuse option for part of the Fort. The Reuse Authority and its Board will continue to be particularly active in establishing the CDP, contributing time and resources to building local private and public sector partnerships and increasing the already large stock of credibility among Federal agencies and elected representatives.

- **That the Reuse Authority will be entering a new phase of increased activity in accomplishing the reuse of Fort McClellan.** This new phase (which builds on the accelerating activity of the last 12 months) begins in October 1997 and continues for 2 years until Base closure and handover in October 1999.

- **That momentum will be maintained throughout this pre-closure period by an expanded staffing capability**

- **That the Reuse Authority will relocate to the heart of Fort McClellan, close to Buckner Circle**

- **That the Reuse Authority will launch a number of further momentum-building strategies.** These strategies will address, in greater detail, issues of marketing, environmental cleanup, building reuse, interim leases, public benefit conveyances (PBCs), and economic development conveyances (EDCs). This Implementation Plan addresses these momentum-building strategies further, below.

- **That the Reuse authority acquires an interim masterlease for Fort McClellan by adopting the Memphis Model.** That is, the immediate execution of an interim masterlease with no costs charged to the Reuse Authority until end-users have been found and until the land and/or buildings in question have been legally conveyed to the end user. Only at that point will the interim masterlease expire on the property in question. It is recognized that this form of acquisition has serious shortcomings that reduce the marketability of the property. The most pertinent is the length of lease—55 years—and the difficulty a potential tenant will have in financing such an instrument.

- **That the Reuse Authority conveys all property intended for Public Benefit on a leaseback basis (notwithstanding the Remediation Reserve)**

- **That all property conveyed to the Reuse Authority is done so with a complete inventory of personal property.** It will be difficult to find tenants for the diverse and mostly obsolete buildings at Fort McClellan. If the marketability of these buildings is further hampered because they have been stripped of their personal property, it is unlikely that they will ever find tenants. The personal property of Fort McClellan, therefore, becomes a key device or incentive for attracting new organizations, jobs, and people. Several buildings at Fort McClellan have specific uses. These include the hospital, reception center, clinics, gymnasiums, shops, fire station, office buildings, and dedicated warehouse space. These buildings include detailed inventories of equipment that must be retained by the Reuse Authority in order to fulfill its primary role—.to attract jobs and investment.

- **That the Reuse Authority is also able to exercise the option to acquire parts of Fort McClellan using the Economic Development Conveyance mechanism.**

- **That, following an Economic Development Conveyance, the Reuse Authority is able to fulfill various roles with respect to the property it acquires.** These roles include:

⇒ The ability to dispose of land and/or buildings directly to developers for a capital sum

⇒ The ability to maintain existing buildings, while marketing them to potential tenants, earning revenue in the form of rent and service charges, and incurring building maintenance costs

⇒ The ability to dispose of part- or fully-let property to interested investors as soon as is practically possible, in return for capital sums

⇒ The ability to retain certain key buildings, earning revenues in the form of rent

⇒ The ability to dispose of public facilities, such as educational premises and land, to local government as soon as possible

⇒ The ability to retain certain common areas of the Fort, incurring maintenance costs but also earning revenues through service charges

⇒ The ability to enter into covenants with developers and end-occupiers for the upkeep of landscaping adjacent to their properties

- **That the Reuse Authority will execute a Community Co-operative Caretaker Agreement in order to assume control of the maintenance of Fort McClellan from the Army**

- **That the Reuse Authority has the ability to lease to occupiers on a short-term, interim basis, property which is earmarked in this Implementation Plan for demolition.** Interim maintenance standards and the status of personal property associated with buildings planned for demolition will be the subject of negotiation between the Reuse Authority and the Army. Personal property contained in buildings earmarked for demolition should not automatically be considered abandoned or unwanted.

- **That the Reuse Authority, as representatives of the community, assume from the Army all environmental permits currently in place at Fort McClellan**

- **That the Reuse Authority takes a prominent role in the transfer of utilities.** It is assumed that the Reuse Authority will not be required to invest in the gas and electrical supply infrastructure; but, on the contrary, qualified vendors will pay a premium for access to a new customer base at Fort McClellan. The basis for a relationship between the Authority and qualified vendors is explored in Chapter 6.

2.1.2 THE STRATEGY OF PHASING FORT McCLELLAN

In terms of acreage, Fort McClellan is one of the largest Base reuses in the country. It is located in a semi-rural community where the impact of closure will be substantial and where the market for land and buildings of any kind is relatively small. The Fort suffers a complex array of environmental cleanup issues. All of these factors point to the need for a carefully defined phasing plan. The following principles or criteria of phasing underpin this Implementation Plan:

- Phasing is responsive to market demand.
- Phasing is responsive to environmental issues.
- Phasing must accommodate initiatives already set in train by the Reuse Authority.
- Phasing must focus the economic development task by grouping contiguous, compatible parcels of land.
- Phasing should generate revenue early, while spreading costs as widely as possible across the coming years.
- Phasing acknowledges the program for constructing the Eastern Bypass.
- Phases are manageable in their size and scope.
- Phasing helps promote a sense of place early at Fort McClellan.
- Buildings suitable for reuse are acquired in early phases.

The priority of this phasing plan is to provide the Reuse Authority and the community with a plan which **best meets market needs** and therefore has the greatest chance of replacing the jobs that will be lost as a result of the Army's abandonment of the Base. Inevitably, however, some compromise has been made, particularly with respect to the environmental cleanup issues which appear to be substantial in some highly marketable areas. Areas which require a lengthy and detailed cleanup program have been phased for acquisition late in the Implementation Plan and, in the case of sites in the Remediation Reserve, at an indeterminate date.

2.1.3 ADDRESSING ENVIRONMENTAL ISSUES

At least two-thirds of Fort McClellan's land area is rough, wooded mountainous terrain that accommodated a variety of gunnery ranges and chemical and biological weapon testing areas in the past. The remaining third, where virtually all future development will be clustered, is subject to a range of environmental issues that will require various degrees of Remediation before acquisition by the Reuse Authority is possible.

This Implementation Plan proposes, through the Phasing process, a set of priorities for negotiation with the Army. The Phasing Plan presented here attempts to maximize early revenues for the Reuse Authority and defer costs wherever possible, thus creating a manageable cash flow (albeit negative).

Revenue streams will be generated by the effective and timely market-driven economic development of Fort McClellan. However, revenues do not offset costs.

While this Implementation Plan acknowledges that some environmental remediation at Fort McClellan will be extremely complex, expensive, and time-consuming, the remediation schedule set by the Army must, wherever possible, match market demand. In other words, those parcels which appear to be the most attractive to the market should be subject to clean-up first.

This Implementation Plan acknowledges that the Army's remediation budget is not unlimited. Therefore, the plan has identified a number of land parcels which, though appearing on the Preferred Land Use Plan, are unlikely to be cleaned up within the foreseeable future. These parcels, which are outlined in detail below, have effectively been deprioritized and placed in a Remediation Reserve. In simple terms, the Remediation Reserve comprises the land once used as gunnery ranges to the south and east of Summerall Gate Road and the proposed new spine route. The Remediation Reserve contains an undefined quantity of unexploded ordnance (UXO) for which cleanup schedules have yet to be set.

While it is accepted that this reserve of land cannot be transferred to the Reuse Authority within the foreseeable future, it is essential that a remediated buffer zone is created where the Remediation Reserve meets development and open space parcels of land. The precise characteristics of this buffer will require careful definition, but certain principles may be established as part of this Implementation Strategy. The remediated buffer zone should be acquired from the Army in the following condition:

- Cleared of all UXO and other toxic materials, and of dimensions to be determined by surrounding uses
- Landscaped to a high standard and with ground cover or other organic material designed to deter public entry
- Clearly identifiable as a "safe" zone
- With clearly defined boundaries

The UXO immediately adjacent to Summerall Gate Road represents one of these buffer priorities and must be cleared to maximize development.

2.1.4 MARKETING FORT McCLELLAN

Fort McClellan offers some unique marketing opportunities, as well as several fundamental marketing constraints. Most experts agree that delay, following closure announcement, is the greatest threat to a successful Base reuse. A number of factors ensure a marketplace stigma for the reuse of the property. The uncertain program for removal of Army activities to Fort Leonard Wood, Missouri, represents a serious impediment that will almost certainly lead to delay. Second, Fort McClellan comprises approximately 10,000 acres of UXO with no clear, costed strategy for its removal. Third, chemical weapon incineration at Anniston Army Depot places a major stigma on the Base that will only be removed by a carefully designed communications strategy. Finally, the sheer size of Fort McClellan, and its narrow educational mission, differentiates it from those reused bases which have been close to large urban areas and which have offered a wide range of adaptable and readily exploitable technical, industrial, and real estate assets.

Each of these constraints must be overcome by the community if it is to carry out a successful reuse of Fort McClellan. The Reuse Authority must ensure its communications and marketing strategy focuses on clear and attainable targets, given the limitations outlined above.

The Reuse Authority, since its establishment, has been actively marketing Fort McClellan, with its most visible effort being the ongoing strategy to establish the CDP. This highly focused strategy is now attracting significant financial support. The 24-month pre-closure countdown is about to begin; therefore, it is highly appropriate that the Reuse Authority will soon be relocating from the center of Anniston to property close to Buckner Circle.

This Implementation Plan is underpinned by the following marketing principles:

- The heart of Fort McClellan, for the majority of visitors, is the historic district surrounding Buckner Circle. This area is planned to be the new town center for the Fort. An effective marketing strategy will exploit the sense of place (and, to a lesser extent, sense of history) that is Buckner Circle. The Reuse authority, therefore, should take every opportunity to strengthen and exploit the ambiance of Buckner Circle and its historic surroundings. This area appears in the First Phase of acquisition because of its importance to the overall marketing strategy.

- The approach route to Buckner Circle, through Summerall Gate and along Summerall Gate Road, must support and strengthen the impact of the historic district. This means that landscaping, signposting, and the establishment of a remediated buffer zone are important elements of Phase 1 implementation.

- The marketing strategy for Fort McClellan must have clear target markets, and well-defined products to meet target market needs. Phasing and implementation must provide a well defined product with a clear market focus.

- The CDP provides the opportunity for spin-off uses to be targeted and attracted to Fort McClellan. The Implementation Plan must accommodate the spin-off uses.

- Certain activities at the CDP may be incompatible with some of the uses that are proposed in the Preferred Land Use Plan. The size of Fort McClellan, however, is such that, in reality, accommodating what appear to be incompatible uses may not prove problematic. In marketing Fort McClellan, it will be essential to communicate to potential investors clear, controlled messages of the opportunities particularly relevant to them. This compartmentalization, achieved by controlled and clear communication of the product, is enhanced by the Phasing and Parcelization processes. In practical terms, marketing tours and supporting information should be focused on precise needs.

- The marketing strategy, outlined in detail in Chapter 8, has been costed at $160,000 per annum.

2.2 PARCELING FORT MCCLELLAN

The Phasing Plan is a strategy for the manageable operations and maintenance of the installation following its closure. It is not a proposal for the community's phased ownership of property in fee simple via a multi-tiered EDC. It is not the intent of the Reuse Authority to acquire property in a tiered, or phased, manner. All of the property on the installation will be acquired at the same time through a single EDC, notwithstanding contaminated property, including the Remediation Reserve, and public benefit property.

The Phasing Plan serves as an internal tool to allow the Reuse Authority to better understand the dynamics of each parcel of property at Fort McClellan and to comprehend the property in its totality. It serves as a benchmark for what the marketplace will likely absorb within the given time frames. The Phasing Plan is also a measure for more effectively managing both cash flow and the operations and maintenance of the installation.

Finally, the phasing strategy focuses limited resources on areas of the development that are most likely to yield the greatest benefits, beginning with the residential units in Phase 1a. through the reuse of contaminated property in Phase Four (the Remediation Reserve).

The current real estate market in Calhoun County and its surrounding region reflects the predominantly rural nature of the area. The annual absorption rate of industrial and warehousing land in Calhoun County has been about 30 acres over the last few years; about 10,000 square feet of new office space is absorbed every year, and building permits for about 200 homes are issued annually. There appears to be a ready availability of industrial land, empty office space, and new homes throughout the region. Regional land and home sale prices are very competitive and relatively lower than the Birmingham and Atlanta markets. Against this backdrop, the 18,000 acres of potential development land at Fort McClellan are substantially in excess of market requirements, particularly as the population in Calhoun County is projected to decline as a result of base closure and other trends.

Projected future growth patterns appear to follow historic trends. During the past 110 years, the Anniston Urbanized Area has developed from a planned industrial community to a sprawling metropolitan center providing regional as well as local economic functions. Anniston and the nearby communities of Oxford, Hobson City, and Weaver comprise about 37,000 acres, including vacant properties. Fort McClellan comprises about 18,000 acres. Therefore, the post has enough land to accommodate most of the growth and development that has historically occurred in the Anniston area over the last century.

With over 18,000 acres of land available for development, a realistic rate of absorption suggests that the Fort will require a 20-year development program. This represents a substantial commitment of management time and energy if the development program is to be completed successfully and without substantial costs falling on the community. A phased takeover by the Reuse Authority of the Fort's operations, rather than all at once, would reduce the inherent risks and overall management costs.

An immediate assumption by the Reuse Authority of 18,000 acres will kill the reuse process before it ever begins. Projections indicate immediate absorption of 18,000 acres will severely depress the regional real estate market, causing a deflationary spiral to the micro-economy. Additionally, the Reuse Authority's ability to maintain, operate, and secure 18,000 acres and 6.5 million square feet of facility floor space would be marginalized. The community simply does not possess the financial and staff resources to absorb so much space so fast. Exacerbating matters is the campus-like character of Fort McClellan. The installation represents excessive office space, dormitory space, and classroom space for the regional market. A phased takeover of operations is the only option.

It is proposed that Fort McClellan is acquired by the community as a single EDC comprising four operational phases. Table 2.1 illustrates how the Phasing Plan influences the way in which the community, through the Reuse Authority, will manage the Fort following its acquisition.

Table 2.1. Phasing Plan Milestones

YEAR	MILESTONE
1999	A single EDC is completed. It comprises the parcels outlined in the Comprehensive Reuse Plan.
2000-2004	Operational responsibility for parcels in Phases One A & B passes to the FMRRA and development commences, as described in the Reuse Plan.
2000-2004	Parcels in Phases Two & Three are maintained under a Co-operative Community Caretaker Agreement.
2000-2004	The Army begins clean-up of the parcels contained in the Remediation Reserve.
2005	Operational responsibility for parcels in Phase 2 passes to the FMRRA and development commences, as described in the Reuse Plan. Revenues from Phase 1 help finance maintenance and infrastructure development.
2005	Parcels in Phase 3 are maintained under a Community Cooperative Caretaker Agreement
2005-2011	Army continues clean-up
2012 -	Operational responsibility for Phase 3 passes to the FMRRA and development commences, as described in the Reuse Plan
When Appropriate	Army hands over clean parcels in the Remediation Reserve to the community for development.

The milestones outlined above are flexible. It is implicit in this Phasing Plan that the Reuse Authority and the Army will respond to the market and the inevitable changing external circumstances as appropriate.

The implementation of the Preferred Use Plan is carried out over three phases, or periods. The first phase begins on the closure date of Fort McClellan which, for the purposes of the Comprehensive Plan, is assumed to occur in October 1999. Of course, the Reuse Authority is active now and will escalate its activities up to the closure date.

2.2.1 PHASE 1

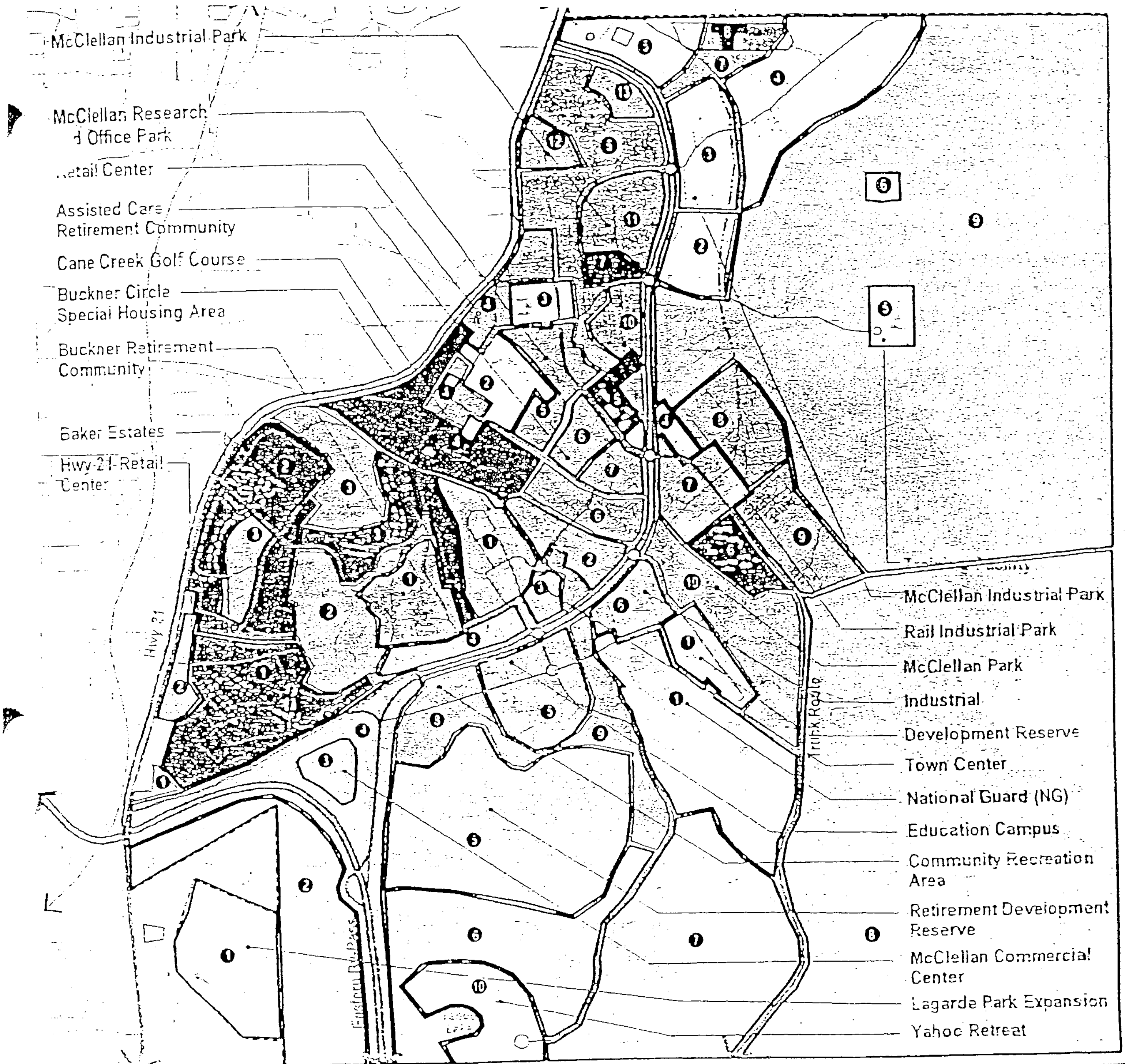
The first phase of this Implementation Plan lasts 5 years and includes that part of the Fort that is bounded to the north by Cane Creek, to the east and south by Summerall Gate Road, and to the west by Highway 21. This phase contains over 1,000 acres, 700 acres of which are already developed. Phase 1 includes the following:

- Existing housing and the potential for further housing development, aimed at the retirement community
- The Center for Domestic Preparedness
- Buildings with the potential for reuse as:
  - ⇒ Educational facilities
  - ⇒ Manufacturing and warehousing
  - ⇒ Office space
  - ⇒ Retailing
  - ⇒ Homeless assistance facilities
- Publicly accessible active recreation areas
- An existing golf course and the potential for a second course
- The wastewater treatment facility adjacent to the base, north of Baker Gate
- Access to open water
- A historic core that forms the heart of a potential town center

This first phase is defined by its marketing potential, its clearly defined areas of environmental cleanup, its ability to offer a variety of uses and a range of reusable buildings, its proximity to relatively well developed infrastructure, its sense of place (in the form of a definable town center), and its quality of open space.

Phase 1 has been divided into two parts, 1a and 1b. Phase 1a comprises those parcels of land that offer immediate opportunities for disposal. Simply, the Reuse Authority on receipt from the Army should be able to dispose of them on a back-to-back basis. Phase 1b, it has been assumed, will require 5 years to be sold, let, or developed (depending on the use in question).

Current estimates of the rate of absorption for industrial buildings show that, of the existing reused buildings, about 12,000 square feet will be absorbed in



PHASING PLAN

LEGEND

- Phase IA
- Phase IB
- Phase II
- Phase III
- Remediation Reserve Parcel
- National Guard Parcel
- Open Space Parcel
- Parcel Number

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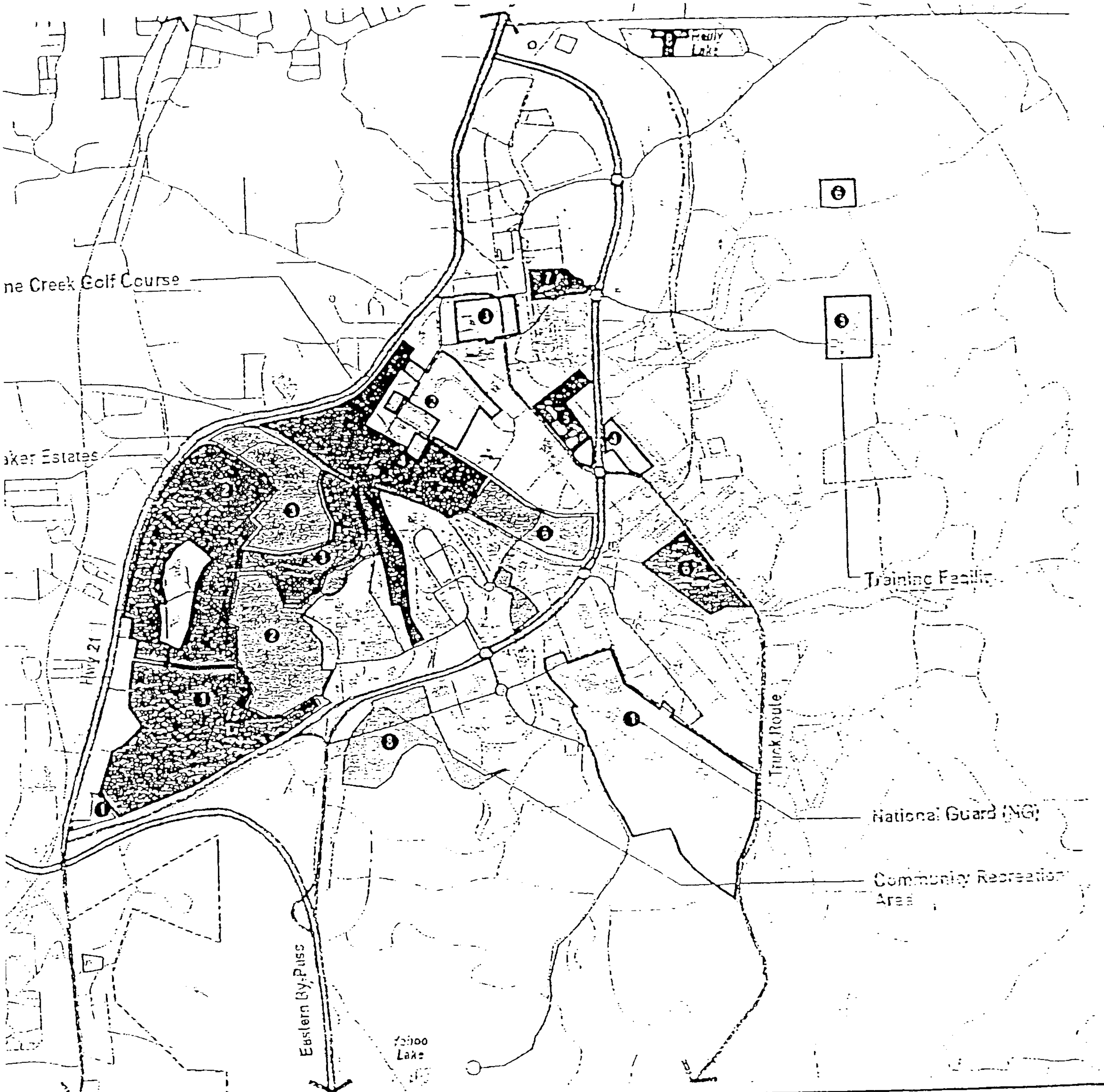

PHASE 1A

EGEND

- Phase 1A
- National Guard Parcel
- Open Space Parcel
- Parcel Number

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2000, rising to 15,000 a year by 2004. Land for new industrial buildings is expected to generate 35,000 to 45,000 square feet of demand per year for 5 years. Phase 1, therefore, is projected to yield about 275,000 square feet of demand for industrial space over a 5-year span.

Office space in Phase 1 is expected to show a weaker absorption rate. Existing buildings will attract about 21,000 square feet of demand during Phase 1. No demand for land to build new office space is projected.

Phase 1 is projected to generate demand for 58,000 square feet of retail, all in existing buildings.

The Business Plan Pro Forma projects that Phase 1 will generate an income of $15.6 million during its notional 5-year timeframe. Approximately $5.5 million is expected to be earned in the form of nonresidential revenue. This includes rent from successfully let industrial, office and retail premises, non-residential land and building sales. The remaining $10.1 million is generated by the sale of residential units to retirement developers.

Phase 1 costs, compared to income, are substantial. Management, mothballing of retained buildings, maintenance of part-occupied buildings and the demolition of unwanted structures amounts to $15 million in Phase 1. Transportation improvements, including maintenance, improvement, closure and demolition of roads, parking lot construction, new or improved sidewalks, bike and walking paths, bridges, and traffic control are projected to cost $30 million. Utility improvements, including water supply, wastewater management, stormwater management, electrical, gas, communications, and solid waste management and special utilities, cost almost $13 million.

When summing costs and subtracting revenue, the deficit generated in Phase 1 is about $42 million.

An alternative approach to infrastructure development (outlined in detail in Chapter 5) enables costs to be reduced radically in the early phases of this development. Adopting the alternative strategy, the deficit generated in Phase 1 falls to $7.4 million. This deficit could be closed by several potential sources of funding. First, transportation funding of $3 million should be sought from State and Federal sources, spread over the 5-year period. Second, utility funding of up to $8 million should be sought from private sector and State sources, depending on the precise nature of the costs.

2.2.1.1 Parcel 1, Phase 1a

Parcel 1 is 180 acres and comprises 180 existing dwelling units, mostly arranged in multifamily units, dating from 1936. These military homes form a neighborhood set in pleasant, gently undulating woodland and open space. The parcel also offers 100 acres of potential housing development land. This parcel is defined by its marketability. Specialty housing developers, including retirement community developers, have indicated varying levels of interest to purchase the existing housing for a negotiated unit price, carry out essential renovations, and resell the homes to local purchasers at relatively low prices. This process has been completed successfully at other base closures throughout the United States.

The sale of Parcel 1 in this manner has several advantages. First, it has the potential to inject, quickly and simply, a relatively large capital sum into the Reuse Authority's cash flow. This is essential to the Reuse Authority's strategy to attract jobs to the Fort. Second, the developers involved have experience and a track record of performance, essential to the effective development of this asset. Third, Phase 1 is close to Summerall Gate, and its development would provide the Authority with an early demonstration project and a sense of business underway. Fourth, the housing will generate an early, positive socioeconomic impact on the Fort and its surrounding communities by attracting new residents from outside the area.

The main disadvantages of disposing of this parcel to a housing developer are, first, the demand for these types of low-cost refurbished homes is unproven and the sudden availability of several hundred units could undermine a segment of the local residential real estate market. Second, disposal implies a loss of control by the Authority on a key area of the Fort. These two disadvantages may be mitigated by:

A. Agreeing with the developer a phased takeover and sale of existing units, in line with projected market demand. This will result in a slower cash flow for the Reuse Authority, but will assuage fears of a local slump in the real estate market. This process is reflected in the Business Plan Pro Forma (see Chapter 9)

B. Ensuring definition by the Reuse Authority of a set of covenants that contain appropriate property management principles.

C. Marketing these units to the retirement market

A small portion of the extreme southwestern corner of this parcel may be acquired by Coosa Valley Youth Services.

Environmental problems with this parcel are limited to the existence of lead paint and asbestos within the existing housing stock.

2.2.1.2 Parcel 2, Phase 1a

Parcel 2 has 262 existing military housing units, 96 acres of additional development land, and appears on the Preferred Reuse Plan as Baker Estates. It is similar to Parcel 1 (above) in that it provides the Reuse Authority with a chance to generate early income through disposal to a practiced military housing developer. The caveats outlined above apply to Parcel 2. Its main advantage over Parcel 1 is its closer proximity to Highway 21, thus offering greater visibility of progress in the reuse of Fort McClellan.

2.2.1.3 Parcel 3, Phase 1a

Parcel 3, like Parcels 1 and 2, comprises existing military housing set in pleasant surroundings. Parcel 3 has 64 single-story ranch-style homes located on Avery Drive and 10 acres of additional development land. This Parcel, with its existing housing, lends itself particularly well to development as a retirement community. At least two retirement community developers have been attracted by the assets of Fort McClellan and have shown an active interest in the refurbishment and resale of the Avery Drive units to retirees from the Southeast. The Phase 2 Report of this Comprehensive Plan includes an analysis of the retirement market. This analysis identified members of the 70-84 year old age group living within 100 miles of the Fort as being targets for this type of property. It is recommended that the Reuse Authority actively market this parcel to retirement community developers over the next 24 months with a view to disposal early in 2000.

A significant environmental problem currently undermines the implementation of Parcel 3. A landfill has been identified at the western end of Avery Drive. This landfill should be included in the first phase of the Army's cleanup of Fort McClellan. Avery Drive is too valuable an asset to be blighted by the landfill. It offers the Reuse Authority vital cash flow and the opportunity for the early establishment of a retirement community, a key part of the Fort's reuse strategy. In addition, the landfill in question poses a threat (and therefore the potential for economic blight) to surrounding land parcels. It is strongly recommended that the Avery Drive landfill be removed.

2.2.1.4 Parcel 4, Phase 1a

The Cane Creek Golf Course, with its clubhouse, comprises the whole of Parcel 4, which totals 168 acres. The course is a valuable social and landscape asset that has the potential to greatly enhance the Fort's sense of place; an early objective of this Implementation Plan. The course is established, and the clubhouse is relatively new and highly attractive. The uses proposed for parcels adjacent to the course will benefit from its early acquisition, particularly the retirement community proposed for Parcel 3.

The main drawback for the Reuse Authority in acquiring the golf course lies in the inherent risks associated with its operation. The Phase 2 Report showed that there appears to be a surfeit of courses in Alabama, with tee-off times being readily available at several local courses, even during peak periods. The ready availability of Cane Creek to retirees and other local residents, however, may offer the Reuse Authority a marketing tool of sufficient value to justify a degree of subsidy. This assumes that a licensee course operator, prepared to absorb losses as well as earn profits, cannot be found following active marketing of the opportunity. The role of Cane Creek is sufficiently important to justify the Reuse Authority seeking potential operators as early as is practically possible.

Environmental problems are limited to the historical use of herbicides and pesticides on the course and some undefined concerns about the use of certain outbuildings.

The golf course is an integral component of the Reuse Plan. It is imperative that its development is directed by the private sector in a fashion that complements large scale reuse. At least initially, the golf course should not be conveyed to a municipal jurisdiction for use solely as a municipal club. Rather, the course should be used to leverage private sector development.

Fort McClellan's wastewater treatment facility lies across Highway 21 from Parcel 4. This Implementation Plan proposes that it is acquired, or otherwise disposed of, as part of Phase 1.

2.2.1.5 Parcel 5, Phase 1a

This parcel comprises two separate areas. The most northerly area contains a group of buildings that will be transferred, via a PBC, to an alliance of local providers of assistance to the homeless. In order to meet the legal requirements associated with the transfer, a detailed Homeless Assistance Plan has been prepared under separate cover.

The southerly part of this parcel is 18 acres and consists entirely of the Battalion Personnel Reception Center and its adjacent grounds. The Center is the most modern, complete group of buildings at Fort McClellan and includes dormitory, auditorium, gymnasium, dining, and administrative facilities supported by loading docks, access routes, and surrounding landscaped areas all connected by covered walkways. Its previous use as a one-stop facility ensured that it was designed to provide comprehensive facilities within a relatively small site area.

The Reuse Authority has formed a special partnership with a number of local joint venture partners and has been successful in building political and financial momentum for the CDP. The purpose, objectives, and constitution of this public/private partnership are better presented elsewhere, but its main aim is to bring to the region a national training center that supports all of the reuse planning objectives of Fort McClellan. It is difficult to characterize the scale of this education and training initiative at this stage of its development, but early estimates suggest that it has the potential to directly replace up to 20 percent of the jobs that will be lost by the Base closure. Indirect employment will also be generated, particularly in surrounding communities such as Anniston and Jacksonville.

The Preferred Reuse Plan highlighted Parcel 5, Phase 1a as a prime location for training and education. The reuse of this collection of buildings, in normal circumstances, might take several years to complete, particularly where such a specific use is targeted. It is now likely that the CDP will accelerate significantly the occupation of this parcel and two facilities which are located in Open Space Parcel 9. The Military Operations on Urban Terrain (MOUT) and the Chemical Defense Training Facility (CDTF) are designated in the Preferred Land Use Plan as education and training areas. These areas will be part of the CDP and will, initially, be shared with the National Guard. For this reason, it is important that the continued use of the MOUT and CDTF is protected by their inclusion in the Department of Defense Environmental Impact Statement for the base conversion.

Parcel 5 is deemed environmentally clean.

2.2.1.6 Parcel 6, Phase 1a

Parcel 6 is 43 acres and consists of the 900 series of buildings. The 900 series is approximately 270,000 square feet of informally laid-out dormitory space, very similar to modern college campus dorms, split between 14 buildings. The buildings are in excellent condition, having been completed in the last decade, but because of their particular internal arrangement, have specialized reuse potential.

The CDP will generate substantial demand for relatively cheap short-course accommodation, little of which could be accommodated within the local lodging market. The 900 series would require little or no adaptation to meet the accommodation needs of the CDP. It is proposed that the Reuse Authority seeks an experienced transient lodging operator for this collection of buildings.

There appear to be no fundamental environmental issues associated with Parcel 6.

*Plans for **Parcel 7** are contained in a separate homeless assistance application. **Parcel 8** will form part of the CDP.*

2.2.1.7 Parcel 1, Phase 1b

Parcel 1 of the second part of the first phase offers the community and its Reuse Authority its greatest potential asset as well as one of its most difficult challenges. The 77-acre parcel is referred to in the Preferred Land Use Plan as Buckner Circle, Special Housing Area. The historic heart of the Post is dominated by the highly attractive officer housing that clusters round the small grassed parade ground. Few visitors to Fort McClellan can fail to be impressed by the 36 homes on Buckner Circle, by its small chapel, and by the collection of administrative buildings which encircle the larger, more formal parade ground to the south.

More than any other, this parcel offers a mix of potential uses, most of which are associated with the concept of a traditional small town. In addition to housing, the parcel includes buildings with potential reuse as office space, retailing, and public facilities. This range of uses and the age of the buildings in question presents the Reuse Authority with its greatest marketing challenge.

Housing on Buckner Circle will always attract the attention of potential individual purchasers because of its unique qualities. The relatively limited stock enables the Reuse Authority to sell units on the open market without having to absorb prohibitive carrying costs. The age, construction, and historic status of the houses limit their appeal to those able to invest in a degree of refurbishment and upkeep. External maintenance of this type of historic housing may be better accomplished by the establishment of a Trust to which every house owner contributes and which carries out painting, maintenance of the stucco, and landscaping of the whole Circle on a regular basis. The Trust would also establish, through consultation with the appropriate regulatory bodies, basic rules for external refurbishment to which all residents would be required to adhere.

An alternative role for the Authority would be to market the individual buildings to individual developer/operators, though the age and condition of each building ensures such a strategy will be difficult and time-consuming. The importance of this Parcel, however, is such that careful development of its assets are essential. As a marketing tool, Buckner Circle and its surrounding buildings offer the Reuse Authority an unmatched opportunity.

Environmental issues are limited to the historic use of lead-based paint and asbestos in the housing on Buckner Circle and some indeterminate concerns about the use of buildings secondary to the overall strategy outlined here. A chemical spill at its southern edge may require a slight redefinition of the boundaries of this parcel.

2.2.1.8 Parcel 2, Phase 1b

Parcel 2 is 46 acres and comprises a collection of industrial and warehouse buildings from a variety of eras, many of them having been poorly converted to office use. This area is referred to in the Phase 2 Report as the Warehouse District. One cluster of the oldest buildings has been deemed to be of historic significance. The significance of this parcel lies in its proximity to the proposed town center of the reused Fort McClellan. Though several of the buildings in this parcel have been identified for demolition, a detailed inspection identified several that are appropriate for reuse as light industrial or warehouse space. By attracting local businesses to these premises through the use of a competitive rental structure, it will be possible for the Reuse Authority to reinforce the activity generated in other areas of the town center.

Building 256 has the highest chance of early reuse because it is modern and possesses all of the facilities expected of a high-bay warehouse (see Phase 2 Report for a full description of Building 256). The main advantage of this parcel, therefore, is the speed at which it could potentially attract occupiers. Its disadvantages include the age of much of its building stock, several undefined environmental problems, its partial location in a flood plain and the time it is likely to take to find suitable occupants for the historic cluster.

These historic buildings comprise a group of brick stables arranged around a courtyard. The buildings are relatively small, and their location is within sight and walking distance of the eastern edge of Buckner Circle. In a more urban setting, with a greater pedestrian footfall, these buildings would be ideally adapted to retail or small workshop/art studio use, forming the center of a historic district. A longer term vision for Fort McClellan, with a built-out town center, would accommodate this type of complementary use.

The importance of this parcel in providing a new employment area at Fort McClellan is such that a remediation study should be completed by the Army as soon as possible. The reuse possibilities offered by Building 256, for instance, should not be blighted by a failure to clean up the parcel in the short term.

2.2.1.9 Parcel 3, Phase 1b

This 14-acre parcel is referred to in the Preferred Land Use Plan as the Town Center. It comprises a group of "public" buildings including the Base fire station, a gas station, a small Base hotel, and a bank. It is the natural pivot around which parcels with different uses revolve, each strengthening the sense of place that is established by Buckner Circle. While reuse of the particular buildings mentioned above may prove difficult, especially as population densities for Fort McClellan will take many years to grow, this parcel should be carefully maintained and its uses sensitively chosen because of its high visibility.

Environmental problems associated with this parcel are indeterminate, although some buildings have lead paint and asbestos, and the gas station has polluted part of the parcel.

2.2.1.10 Parcel 4 Phase 1b

This parcel is 35 acres and is closely related to Parcel 5, Phase 1b which lies across Summerall Gate road to the southeast. This parcel comprises several buildings which are planned to be reused as part of the higher education campus that will occupy the MP School. Environmental problems are limited to the historic use of asbestos and lead-based paint in the buildings at the parcel's western edge.

As it forms part of the higher education campus, this parcel will be subject to a PBC.

2.2.1.11 Parcel 5, Phase 1b

This 92-acre parcel is dominated by the MP School, the Polygraph Institute, and the high-rise Officer Quarters. The MP School will be the subject of a PBC to Ayres State Technical College or other qualified educational entities. It will form a new campus and bring a substantial amount of activity at various times of the day and year to the Fort McClellan town center.

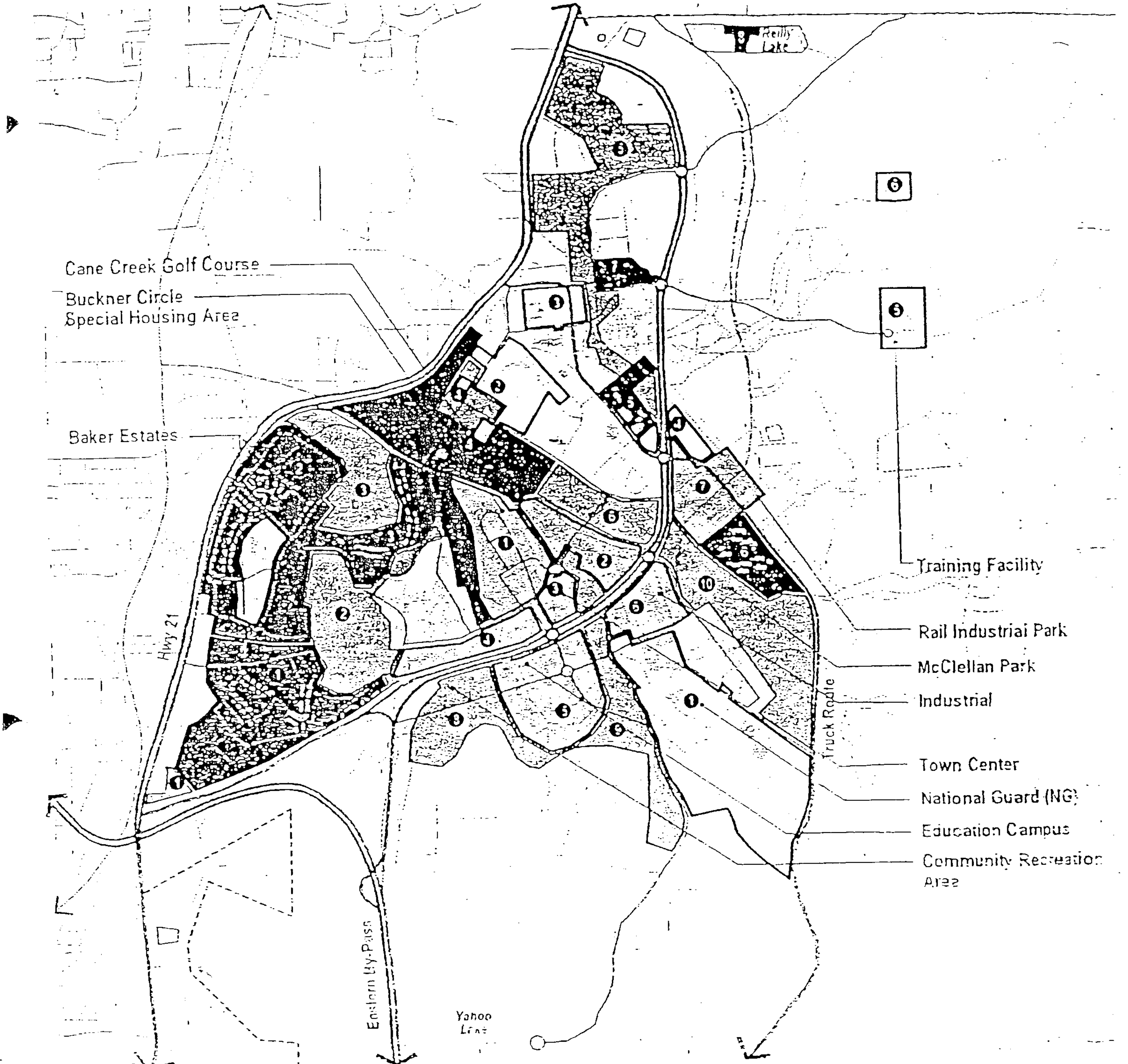
The Polygraph Institute is an attractive, modern office building with a linked annex that, despite its shortcomings (see Phase 2 Report), could be marketed to potential office users. This building is NOT included in the PBC outlined above.

The Officer Quarters could form part of the assisted living element of the proposed retirement community development. The internal spaces have been well maintained, are flexible, and are served by services such as a laundry, bar, and patio area. Car parking is also available. The buildings are connected by footpath to the Base "hotel" which forms part of the town center. These buildings are NOT included in the PBC outlined above.

The area to the south of and adjacent to the MP School contains a combination of UXO and radiological contaminants. It is essential for the successful reuse of this parcel and its surroundings that remediation by the Army begins as soon as possible and is completed before Base closure. The use of this and adjacent parcels should not be blighted by the lack of a short-term remediation strategy for cleaning up Parcel 5.

2.2.1.12 Parcel 6, Phase 1b

Parcel 6 is the last of the Phase 1 parcels key to the development of the town center. It is 39 acres and comprises two substantial buildings—the Base PX and its Commissary. The potential reuse of these buildings for retailing purposes following Base closure has been explored in some depth in the Phase 2 Report. It is proposed there, and reinforced here, that both buildings are offered to the market for conversion as light industrial and/or warehousing space.



PHASES 1A AND 1B

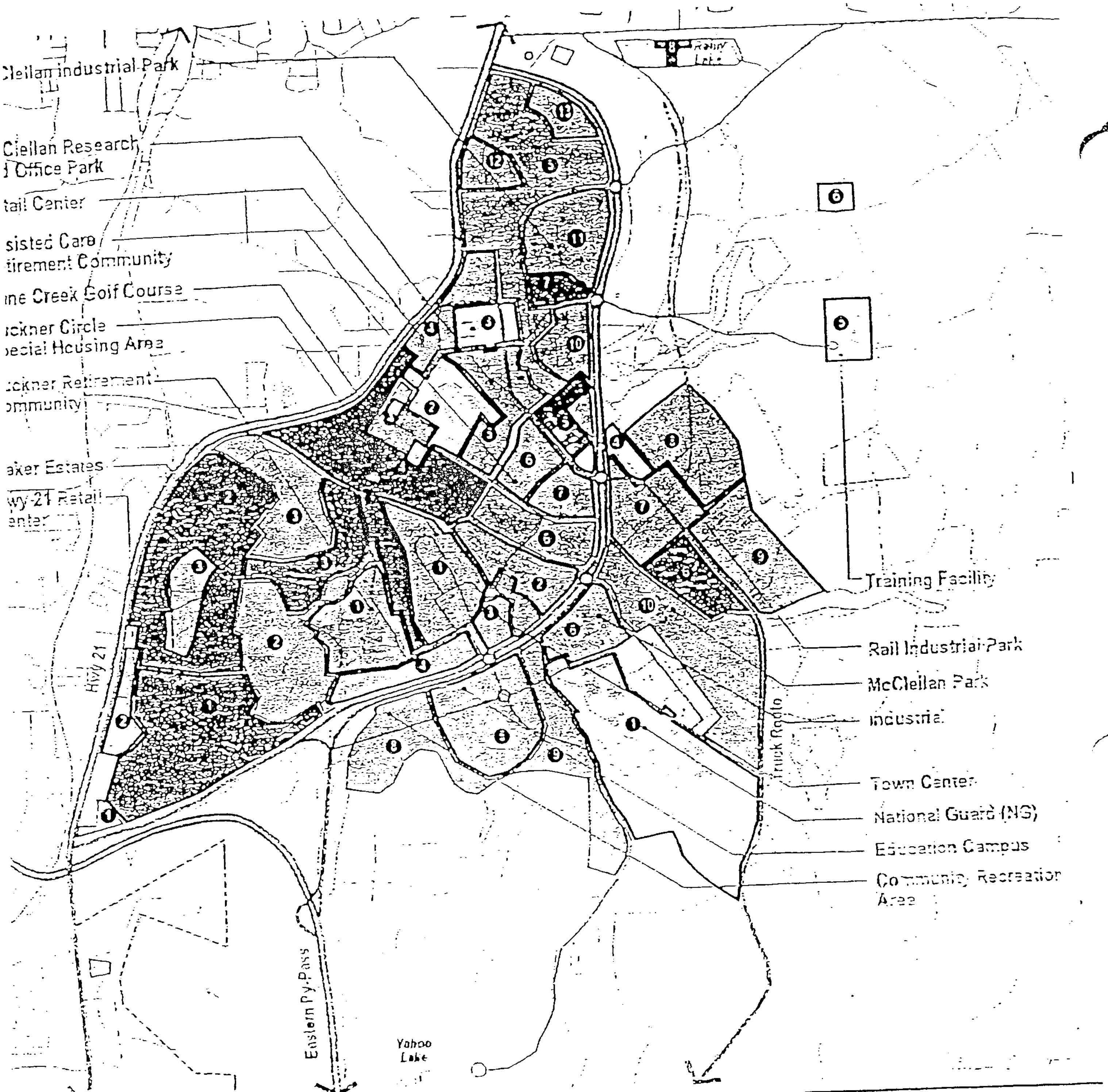
FORT McCLELLAN REUSE PLAN

LEGEND

- Phase IA
- Phase IB
- National Guard Parcel
- Open Space Parcel
- Parcel Number

Prepared by:
EDAW, Inc

FORT McCLELLAN REUSE AND REDEVELOPMENT AUTHORITY



PHASES 1A, 1B, AND PHASE 2

EGEND

- Phase 1A
- Phase IB
- Phase II
- National Guard Parcel
- Open Space Parcel
- Parcel Number

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ECC
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EPS Group, Inc.
WB Bishop & Associates

There are few buildings of recent construction available at Fort McClellan to meet this demand, so it is important that these buildings form part of the first phase of acquisition and development. Conversion costs could be rentalized, but the initial priority will be to find end-users that do not require extensive refurbishment of the buildings. Readily available space such as these buildings provide enable employers to relocate quickly with minimum investment. This type of building may often become a temporary solution for its occupier, offering urgently required space while a new greenfield development is planned and constructed. It would not be unusual, therefore, for the initial occupier of the reused PX, for instance, to develop a larger facility on a later phase of the Fort McClellan reuse.

Some environmental problems in the area of Parcel 6 may require its boundaries to be adjusted. This, however, would have little or no impact on its development potential.

2.2.1.13 Parcel 7, Phase 1b

Parcel 7 is 63 acres and is divided from the remainder of Phase 1 (1a and 1b) by the Cane Creek floodplain. This parcel has been included in the first phases of the implementation strategy because it contains a building that has potential for reuse as a heavy engineering or vehicle maintenance facility, is served by the existing railway line, and includes about 45 acres of land for further industrial development.

The Consolidated Maintenance Facility (Building 350) is examined more closely in the Phase 2 Report. A short, highly targeted, marketing strategy for this building would determine within a relatively short period the building's potential for simple adaptive reuse. Its quality is unquestionable and its range of maintenance facilities unrivaled in the region, but it may be these precise factors which limit its target market to a handful of firms able (and willing) to exploit its facilities.

Environmental issues within this parcel are indeterminate, although it is known to contain underground storage tanks, maintenance areas, and motor pools. Phase 1 is strengthened by the proximity of this parcel to the town center and the apparent availability of developable land for industrial and/or warehouse use.

2.2.2 PHASE 2

The second phase of the Implementation Plan will commence in January 2005 and last 7 years. The majority of Phase 2 is located to the north of Cane Creek and runs in a broad band southeastward from Highway 21 at Galloway Gate to the point at which Baines Gap Road crosses Rocky Hollow Road. Phase 2 parcels which occur outside this area do so because expected market conditions preclude them being part of the earlier Phase 1.

Phase 2 includes just over 600 acres, 88 of which may be defined as developed. Phase 2 contains:

- Two key buildings that have reuse potential:
  - ⇒ Sibert Hall
  - ⇒ The Noble Army Hospital
- Land allocated for two greenfield retail developments along Highway 21
- Sites for at least six industrial parks
- Sites for two office parks
- Land allocated for development as a retirement community
- An elementary school
- The WAC Museum building

Phase 2 is defined by its potential for meeting the needs of an established and maturing market for industrial, office, retail space, and retirement housing at Fort McClellan. Phase 2, therefore, builds on the first 5 years of development. The success of marketing Phase 2 will depend on the successful development of a town center with a sense of place at the heart of Fort McClellan.

Phase 2 includes existing buildings for which demand is likely to be relatively slow to develop and includes areas where remediation by the Army is assumed to be more problematic (and will, therefore, take longer to implement).

Estimates of the absorption rate for industrial buildings and land project that Phase 2 will generate demand for a total of 1.06 million square feet; 265,000 square feet of reused property at Fort McClellan and a little over 796,000 square feet of new greenfield industrial and warehouse development.

Demand for office space is projected to total 220,000 square feet in Phase 2. About 80,000 square feet will be absorbed by the reuse of existing buildings and a further 140,000 square feet by greenfield development.

Phase 2 will generate demand for about 395,000 square feet of retail space, virtually all of which will be in the form of greenfield development.

The Business Plan Pro Forma for Phase 2 covers 7 years of development. The market at Fort McClellan will be, by definition, more mature, therefore, absorption rates are assumed to be stronger. Phase 2, therefore, is projected to generate $18 million of revenue between 2005 and 2011. Almost $16.5 million of this will be from non-residential sources, while the remaining $1.5

million enters the cash flow in the third year of the Phase, following the sale of the remaining residential land reserve.

Phase 2 costs, compared to income, are once again substantial. Mothballing of retained buildings, maintenance of part-occupied buildings, and the demolition of unwanted structures amounts to over $18 million in Phase 2. Transportation improvements, including maintenance, improvement, closure and demolition of roads, parking lot construction, new or improved sidewalks, bike and walking paths, bridges, and traffic control are projected to cost $49 million. Utility improvements, including water supply, wastewater management, stormwater management, electrical, gas, communications and solid waste management, and special utilities, cost $23 million.

When summing costs and subtracting revenue, the cumulative deficit generated by the end of Phase 2 is $115 million.

The alternative approach to infrastructure development (outlined in detail in Chapter 5) enables costs to be reduced in the early phases of this development. The cumulative deficit generated at the end of Phase 2, as a result of the alternative cost structure, is to $38 million. Half of this deficit shortfall could be closed by further funding of transportation costs. Just over $2 million per year, for 7 years, should be sought from State and Federal sources. Second, the ongoing need to renew utility funding means that up to $20 million should be sought from the private sector, State and Federal sources, depending on the precise nature of the costs.

2.2.2.1 Parcel 1, Phase 2

This Parcel is 69 acres and comprises, at present, an array of buildings that have been identified for demolition. Though its location close to the historic heart of the Post suggests that it should fall within an earlier phase, the market demand for Parcel 1 is projected to take some time to develop. The Preferred Land Use Plan shows that this parcel is an essential element of the Buckner Retirement Community, which is initially established in the adjacent parcel, number 3, Phase 1a and which involves the refurbishment of existing housing.

Parcel 1 meets the needs of the retirement community markets outlined in the Phase 2 Report by providing cleared development sites for several styles of living. Homes may be targeted at either the 50- to 70-year-old age group who currently live within the Southeast region (larger homes) or the 70- to 84-year-old segment, who currently live within 100 miles of the Fort (smaller patio, garden, or condominium accommodation), or a combination of both.

Part of this parcel contained a motor pool which is likely to require some cleanup. The boundary of this parcel could be adjusted to exclude the cleanup area, if necessary.

Parcel Number	5 -		Phase Number		2
Main Uses			Office, research including Sibert Hall		
Total Acreage of the Parcel			67		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
4	300,709		21	0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	46	500,000			
Office, research	26	283,140	20	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-2011		2011
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
			$782,000	$4.2 million	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
1583			1978		

Parcel Number	5		Phase Number		1a
Main Uses			Education & training (current site of CDP)		
Total Acreage of the Parcel			18		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
7	189,640		18	0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	0				
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-		2000
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
			$285,000	$1.3 million	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
200			250		

<table>
<tr><td colspan="2">Parcel Number</td><td>6</td><td colspan="2">Phase Number</td><td>2</td></tr>
<tr><td colspan="3">Main Uses</td><td colspan="3">Hospital and assisted retirement community</td></tr>
<tr><td colspan="3">Total Acreage of the Parcel</td><td colspan="3">28</td></tr>
<tr><td colspan="3">Buildings to be retained</td><td colspan="3">Buildings to be demolished</td></tr>
<tr><td>Number</td><td colspan="2">Square feet</td><td>Acres</td><td>Number</td><td>Square feet</td></tr>
<tr><td>1</td><td colspan="2">159,766</td><td>6</td><td>0</td><td>0</td></tr>
<tr><td colspan="6">Land Available for development</td></tr>
<tr><td></td><td>Acres</td><td>Square feet</td><td>Development reserve (acres)</td><td>FAR or DU/acre</td><td>New DUs</td></tr>
<tr><td>Total</td><td>22</td><td>164,691</td><td></td><td></td><td></td></tr>
<tr><td>Housing</td><td>22</td><td>164,691</td><td></td><td>5.0</td><td>110</td></tr>
<tr><td colspan="6">Development Timetable</td></tr>
<tr><td colspan="3">Commence Marketing</td><td colspan="2">Marketing Period</td><td>Build-out /Disposal Target date</td></tr>
<tr><td colspan="3">2000</td><td colspan="2">2000-2011</td><td>2011</td></tr>
<tr><td colspan="6">Financial data</td></tr>
<tr><td>Demolition Costs</td><td colspan="2">Annual Maintenance Costs</td><td>Annual Holding costs</td><td>Annual Rental Revenue</td><td>Land value at build out</td></tr>
<tr><td></td><td colspan="2"></td><td>$240,000</td><td></td><td></td></tr>
<tr><td colspan="6">Maximum Jobs and population generated by the activities in this parcel</td></tr>
<tr><td colspan="3">Jobs</td><td colspan="3">Population</td></tr>
<tr><td colspan="3">450</td><td colspan="3">53</td></tr>
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<table>
<tr><td colspan="2">Parcel Number</td><td>7</td><td colspan="2">Phase Number</td><td>2</td></tr>
<tr><td colspan="3">Main Uses</td><td colspan="3">Office park</td></tr>
<tr><td colspan="3">Total Acreage of the Parcel</td><td colspan="3">23</td></tr>
<tr><td colspan="3">Buildings to be retained</td><td colspan="3">Buildings to be demolished</td></tr>
<tr><td>Number</td><td colspan="2">Square feet</td><td>Acres</td><td>Number</td><td>Square feet</td></tr>
<tr><td>0</td><td colspan="2"></td><td></td><td>2</td><td>13,800</td></tr>
<tr><td colspan="6">Land Available for development</td></tr>
<tr><td></td><td>Acres</td><td>Square feet</td><td>Development reserve (acres)</td><td>FAR or DU/acre</td><td>New DUs</td></tr>
<tr><td>Total</td><td>23</td><td>250,000</td><td></td><td></td><td></td></tr>
<tr><td>Offices</td><td>13</td><td>141,570</td><td>10</td><td>0.25</td><td></td></tr>
<tr><td colspan="6">Development Timetable</td></tr>
<tr><td colspan="3">Commence Marketing</td><td colspan="2">Marketing Period</td><td>Build-out /Disposal Target date</td></tr>
<tr><td colspan="3">2000</td><td colspan="2">2000-2011</td><td>2011</td></tr>
<tr><td colspan="6">Financial data</td></tr>
<tr><td>Demolition Costs</td><td colspan="2">Annual Maintenance Costs</td><td>Annual Holding costs</td><td>Annual Rental Revenue</td><td>Land value at build out</td></tr>
<tr><td>$100,000</td><td colspan="2"></td><td>0</td><td></td><td></td></tr>
<tr><td colspan="6">Maximum Jobs and population generated by the activities in this parcel</td></tr>
<tr><td colspan="3">Jobs</td><td colspan="3">Population</td></tr>
<tr><td colspan="3">745</td><td colspan="3">931</td></tr>
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Parcel Number		8	Phase Number		2	
Main Uses			Industrial park			
Total Acreage of the Parcel			82			
Buildings to be retained			Buildings to be demolished			
Number	Square feet		Acres	Number	Square feet	
0				7	16,115	
Land Available for development						
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs	
Total	82	893,000				
Industrial	32	348,480	50	0.25		
Development Timetable						
Commence Marketing			Marketing Period		Build-out /Disposal Target date	
2000			2000-2011		2011	
Financial data						
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out	
$117,000			0			
Maximum Jobs and population generated by the activities in this parcel						
Jobs			Population			
516			645			

Parcel Number		9	Phase Number		2	
Main Uses			Industrial park			
Total Acreage of the Parcel			87			
Buildings to be retained			Buildings to be demolished			
Number	Square feet		Acres	Number	Square feet	
7	19,447			34	96,324	
Land Available for development						
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs	
Total	87	948,000				
Industrial	37	402,930	50	0.25		
Development Timetable						
Commence Marketing			Marketing Period		Build-out /Disposal Target date	
2000			2000-2011		2011	
Financial data						
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out	
$700,000			$30,000	$40,000		
Maximum Jobs and population generated by the activities in this parcel						
Jobs			Population			
626			782			

Parcel Number		10	Phase Number		2
Main Uses			Industrial/office/research park		
Total Acreage of the Parcel			33		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
0	0			53	122,977
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	33	360,000			
Industrial	23	250,470	10	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-2011		2011
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
$892,000			0	$40,000	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
372			464		

Parcel Number		11	Phase Number		2
Main Uses			Industrial/office/research park		
Total Acreage of the Parcel			75		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
12	95,134			0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	63	686,000			
Industrial	27	294,030	40	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-2011		2011
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
0			$143,000	$200,000	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
577			721		

Parcel Number		12 -	Phase Number		2
Main Uses			Industrial/office/research park		
Total Acreage of the Parcel			22		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	22	240,000			
Industrial	12	130,680	10	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-2011		2011
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
194			242		

Parcel Number		13	Phase Number		2
Main Uses			Industrial/office/research park		
Total Acreage of the Parcel			19		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	19	207,000			
Industrial	9	98,010	10	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-2011		2011
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
145			182		

Parcel Number		1	Phase Number		3
Main Uses			Development Reserve		
Total Acreage of the Parcel			44		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
3	16,063		2		
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	42				
To be decided			42		
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
To be decided in response to market					
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
			$25,000		
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
TBD			TBD		

Parcel Number		2	Phase Number		3
Main Uses			Industrial Park		
Total Acreage of the Parcel			54		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
None				None	
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	54	588,000			
Industrial	19	206,910	35	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2009			2011-onwards		2016
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
307			383		

Parcel Number	3	Phase Number	3	
Main Uses		Industrial Park		
Total Acreage of the Parcel		73		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
None			1	1,200
Land Available for development				
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	73	795,000			
Industrial	23	250,470	50	0.25	
Development Timetable				
Commence Marketing		Marketing Period		Build-out /Disposal Target date
2009		2011-onwards		2016
Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
Maximum Jobs and population generated by the activities in this parcel				
Jobs		Population		
371		464		

Parcel Number		4	Phase Number		3
Main Uses			Industrial Park		
Total Acreage of the Parcel			176		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
None				None	
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	176	1,900,000			
Industrial	26	283,140	150	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2009			2011-onwards		2016
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
419			524		

Parcel Number		5	Phase Number		3
Main Uses			Industrial Park		
Total Acreage of the Parcel			64		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
None				None	
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	64	697,000			
Industrial	19	206,910	45	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2009			2011-onwards		2016
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
307			383		

Parcel Number		1	Phase		Remediation Reserve
Main Uses			Extension to Lagarde Park		
Total Acreage of the Parcel			137		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
None				None	
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	None				
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
Not applicable			Not applicable		Depends on Army remediation program
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None		None	None	Public conveyance
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
No impact			No impact		

Parcel Number	2 -	Phase	Remediation Reserve
Main Uses		Passive open space	
Total Acreage of the Parcel		512	

Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
None			None	

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	None				

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
Not applicable	Not applicable	Depends on Army remediation program

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None	None	None	Public conveyance

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
No impact	No impact

Parcel Number	3	Phase	Remediation Reserve
Main Uses		Retail	
Total Acreage of the Parcel		27	

Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
None			None	

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	27	294,000			
Retail	20	217,800	7	0.25	

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
Not applicable	Not applicable	Depends on Army remediation program

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None	None	None	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
363	454

Parcel Number	4	Phase		Remediation Reserve
Main Uses		Eastern Bypass		
Total Acreage of the Parcel		137		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
None			None	

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	None				

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
Not applicable	Not applicable	Depends on Army remediation program

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None	None	None	Public conveyance

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
No impact	No impact

Parcel Number	5	Phase		Remediation Reserve
Main Uses		Retirement Golf Community		
Total Acreage of the Parcel		378		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
None			TBD	

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	378				
Housing	258	898,313	120	2.33	600

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
Not applicable	Not applicable	Depends on Army remediation program

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None	None	None	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
70	288

<table>
<tr><td colspan="2">Parcel Number</td><td>6 -</td><td colspan="2">Phase</td><td>Remediation Reserve</td></tr>
<tr><td colspan="3">Main Uses</td><td colspan="3">Passive Open Space</td></tr>
<tr><td colspan="3">Total Acreage of the Parcel</td><td colspan="3">265</td></tr>
<tr><td colspan="3">Buildings to be retained</td><td colspan="3">Buildings to be demolished</td></tr>
<tr><td>Number</td><td colspan="2">Square feet</td><td>Acres</td><td>Number</td><td>Square feet</td></tr>
<tr><td>None</td><td colspan="2"></td><td></td><td>None</td><td></td></tr>
<tr><td colspan="6">Land Available for development</td></tr>
<tr><td></td><td>Acres</td><td>Square feet</td><td>Development reserve (acres)</td><td>FAR or DU/acre</td><td>New DUs</td></tr>
<tr><td>Total</td><td>None</td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="6">Development Timetable</td></tr>
<tr><td colspan="3">Commence Marketing</td><td colspan="2">Marketing Period</td><td>Build-out /Disposal Target date</td></tr>
<tr><td colspan="3">Not applicable</td><td colspan="2">Not applicable</td><td>Depends on Army remediation program</td></tr>
<tr><td colspan="6">Financial data</td></tr>
<tr><td>Demolition Costs</td><td colspan="2">Annual Maintenance Costs</td><td>Annual Holding costs</td><td>Annual Rental Revenue</td><td>Land value at build out</td></tr>
<tr><td>None</td><td colspan="2">None</td><td>None</td><td>None</td><td>Public conveyance</td></tr>
<tr><td colspan="6">Maximum Jobs and population generated by the activities in this parcel</td></tr>
<tr><td colspan="3">Jobs</td><td colspan="3">Population</td></tr>
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<table>
<tr><td colspan="2">Parcel Number</td><td>7</td><td colspan="2">Phase</td><td>Remediation Reserve</td></tr>
<tr><td colspan="3">Main Uses</td><td colspan="3">Passive Open Space</td></tr>
<tr><td colspan="3">Total Acreage of the Parcel</td><td colspan="3">444</td></tr>
<tr><td colspan="3">Buildings to be retained</td><td colspan="3">Buildings to be demolished</td></tr>
<tr><td>Number</td><td colspan="2">Square feet</td><td>Acres</td><td>Number</td><td>Square feet</td></tr>
<tr><td>None</td><td colspan="2"></td><td></td><td>None</td><td></td></tr>
<tr><td colspan="6">Land Available for development</td></tr>
<tr><td></td><td>Acres</td><td>Square feet</td><td>Development reserve (acres)</td><td>FAR or DU/acre</td><td>New DUs</td></tr>
<tr><td>Total</td><td>None</td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="6">Development Timetable</td></tr>
<tr><td colspan="3">Commence Marketing</td><td colspan="2">Marketing Period</td><td>Build-out /Disposal Target date</td></tr>
<tr><td colspan="3">Not applicable</td><td colspan="2">Not applicable</td><td>Depends on Army remediation program</td></tr>
<tr><td colspan="6">Financial data</td></tr>
<tr><td>Demolition Costs</td><td colspan="2">Annual Maintenance Costs</td><td>Annual Holding costs</td><td>Annual Rental Revenue</td><td>Land value at build out</td></tr>
<tr><td>None</td><td colspan="2">None</td><td>None</td><td>None</td><td>Public conveyance</td></tr>
<tr><td colspan="6">Maximum Jobs and population generated by the activities in this parcel</td></tr>
<tr><td colspan="3">Jobs</td><td colspan="3">Population</td></tr>
<tr><td colspan="3">No impact</td><td colspan="3">No impact</td></tr>
</table>

Parcel Number		8	Phase		Remediation Reserve
Main Uses			Passive Open Space		
Total Acreage of the Parcel			1000		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
None				None	
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	None				
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
Not applicable			Not applicable		Depends on Army remediation program
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None		None	None	Public conveyance
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
No impact			No impact		

Parcel Number		9	Phase		Remediation Reserve
Main Uses			Passive Open Space		
Total Acreage of the Parcel			1000		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
None				None	
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	None				
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
Not applicable			Not applicable		Depends on Army remediation program
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None		None	None	Public conveyance
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
No impact			No impact		

Parcel Number		10	Phase		Remediation Reserve
Main Uses			Business or religious retreat		
Total Acreage of the Parcel			93		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
None				TBD	
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	93				
Retreat	93	50,000			
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
Not applicable			Not applicable		Depends on Army remediation program
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
None	None		None	None	Public conveyance
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
53			66		

5.0 CAPITAL IMPROVEMENTS STRATEGY

The capital improvements strategy builds on the infrastructure inventory (Phase 1) and the infrastructure alternatives evaluation (Phase 2).

5.1 APPROACH

The capital improvements strategy was developed in five steps:

1. Identify Infrastructure Categories—Based on previous infrastructure analyses in Phases 1 and 2, three primary infrastructure categories the Project Team identified are: (1) transportation; (2) utilities; and (3) buildings and miscellaneous. See Section 5.2 for a list of the categories.

2. Identify and Assemble Relevant Information—The Project Team assembled relevant information in each major area of work and developed computer-based spreadsheet databases containing the information. For example, spreadsheet databases were created for buildings and their characteristics, land use projections, and socioeconomic projections. The databases were reviewed by the Project Team and revised as appropriate.

3. Develop Fort McClellan Capital Improvements Computer Model—A computer-based spreadsheet model was created to analyze and project capital improvements requirements for redevelopment of Fort McClellan. The model was developed using EXCEL (Microsoft Windows 95). The model was designed in interdependent modules (separate spreadsheets) linked to each other and other spreadsheet databases developed as part of this Reuse Plan. The model is controlled by a master module that summarizes the results of the three major infrastructure categories. Each of the three categories—transportation, utilities, and buildings and miscellaneous—is managed by separate spreadsheets linked to the Master module. The model also links to two land use and socioeconomic projection spreadsheet databases. The model design and construction offers the FMRRA an ability to revise individual numerical assumptions for exploring alternatives and sensitivities. The model allows a wide range of detail to be printed as required. Also, the results can be shown as printed and/or graphics reports.

4. Test and Refine Model—The model, as each infrastructure category module is developed, is checked for accuracy and errors. As the model is reviewed by Project Team members and the FMRRA, it will be revised to better represent the desired capital improvements strategy for Fort McClellan.

5. Provide Capital Improvements Requirements—The capital improvements model has been developed in increasing levels of detail. For example, the first model version reflects capital improvements requirements and costs

by major phase of implementation. Parcels within a specific phase are addressed as appropriate for the category of infrastructure under consideration. Some infrastructure subcategories do not fit neatly into a specific parcel. These subcategories are managed separately and later integrated into the major implementation phase. For example, arterial roads do not relate directly to specific parcels. The development costs for the arterial roads are calculated and the results are divided among the appropriate phases for implementation. As the results of the model are seen and interpreted, each implementation phase is further divided into years of implementation (from 2000 through 2014). The top down approach prevents wasting resources in developing too much detailed information where it is not needed or wanted.

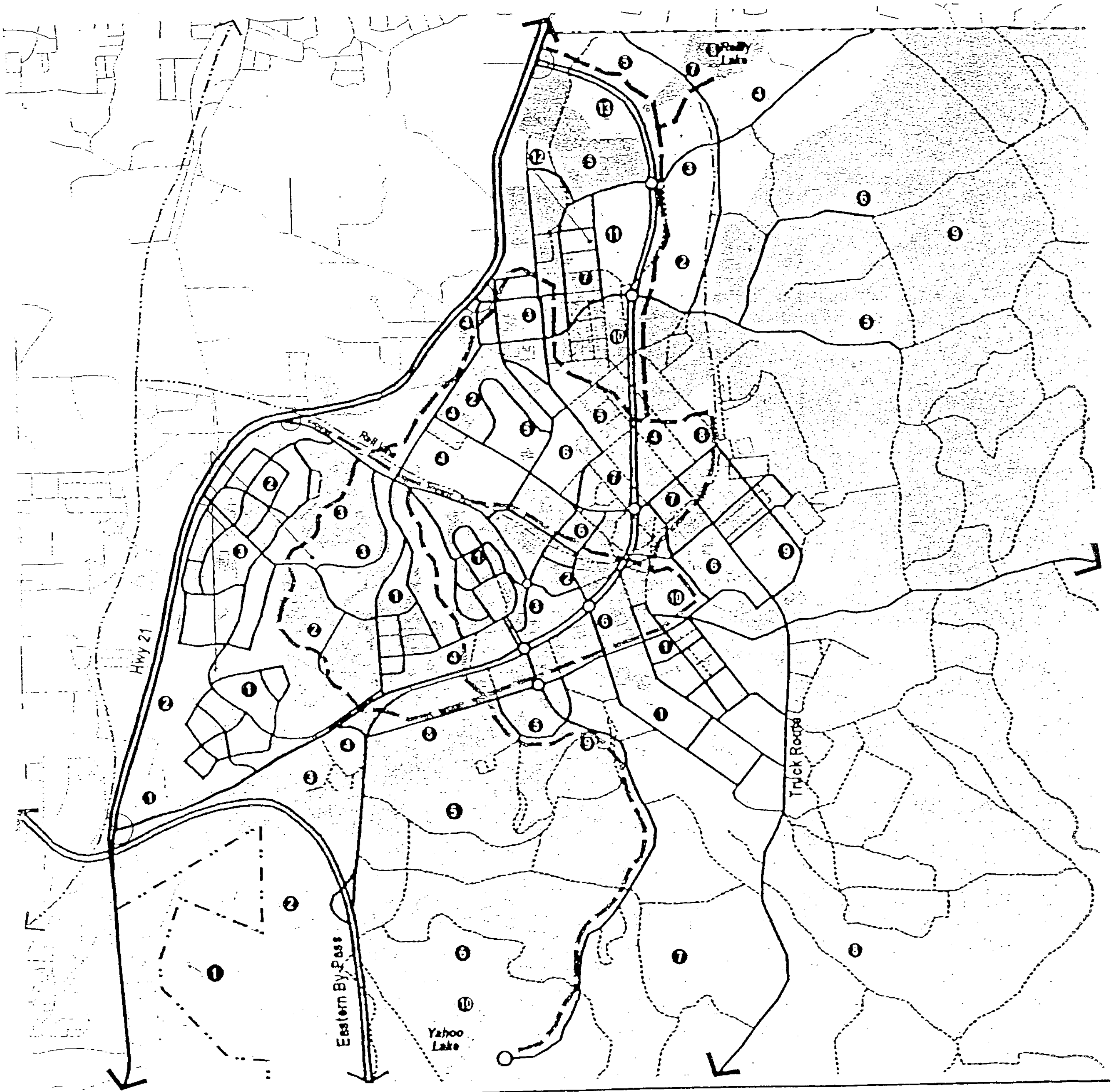
5.2 INFRASTRUCTURE CATEGORIES

Table 5.1 lists the three major infrastructure categories and subcategories addressed at Fort McClellan.

Transportation—The transportation category consists of roads, parking lots, railroad, sidewalks, bike/walking paths, bridges, and traffic control. The roads subcategory is further divided into existing roads (all 2-lanes), new 2-lane roads, new 4-lane roads, and roads converted from 2-land to 4-lane. Existing roads are subdivided into roads scheduled for maintenance only, roads requiring improvements, roads scheduled for demolishing, and roads requiring interim closures. Other forms of transportation that will be included in the Reuse Plan are the railroad, sidewalks, and bike/walking paths. Bridges and traffic control are part of the transportation system and require maintenance and replacement.

Utilities—The utilities category includes potable water supply, wastewater management, stormwater management, electrical and gas energy systems, communications systems, solid waste management, and special utilities. Although the utilities are considered opportunities for privatization, the FMRRA must understand the costs associated with management of the utilities.

Buildings and Miscellaneous—The category of Buildings and Miscellaneous includes buildings and other related infrastructure management subcategories. Costs for demolishing buildings and mothballing unused structures are included in the socioeconomic model. The capital improvements strategy model includes additional costs for remediation of asbestos and lead paint as appropriate. Other subcategories of infrastructure include street lighting, signage, landscaping, natural resources management, and property management. These represent relatively small but important expenses related to the appearance, health and safety, environmental management, and administration of Fort McClellan during implementation of the Reuse Plan.



PHASED CIRCULATION PLAN: 2020

FORT McCLELLAN REUSE PLAN

LEGEND

- Retained Existing Roads
- Demolished Roads
- New Roads
- Rail Line
- Trail System
- Site Access
- Phase 1a
- Phase 1b
- Phase 2
- Phase 3
- Remediation Phase
- National Guard

Prepared by:
EDAW, Inc
Hammer Siler George
TCG
Kutak Rock
KPS Group, Inc.
WB Bishop & Associates

FORT McCLELLAN REUSE AND REDEVELOPMENT AUTHORITY

DEMOLITION PLAN

GEND ■ Buildings to be Demolished

■ Buildings to be Retained

Prepared by:

EDAW, Inc

Hammer Siler George

ECC

Kutak Rock

KPS Group, Inc.

WB Bishop & Associates

Demolition—A detailed list of those buildings earmarked for demolition may be found in Appendix 2.

Table 5.1. Capital Improvements Strategy Infrastructure Categories

TRANSPORTATION
Roads (Existing and New)
Parking Lots
Railroad
Sidewalks
Bicycle/Walking Paths
Bridges
Traffic Control
UTILITIES
Potable Water Supply
Wastewater Management
Stormwater Management
Electrical System
Gas System
Communication System
Solid Waste Management
Special Utilities (Steam Heating/Chilled Water Plants)
BUILDINGS AND MISCELLANEOUS
Buildings (Existing historic and non-historic)
Street Lighting
Signage
Landscaping
Natural Resources Management
Property Management
DEMOLITION

5.3 Existing Maintenance and Repair Backlog

As part of the Army's operation of Fort McClellan, an annual evaluation and inventory of required infrastructure replacement, maintenance, and repair is developed. The inventory is a list of specific projects, ranked by priority, with estimated costs. The RPMA Maintenance and Repair (MAR) Project Update Report for Fort McClellan (September 30, 1997) totals $16,878,000 in 46 high priority projects. The list was reorganized by the major categories used in the capital improvements strategy approach—buildings and miscellaneous, transportation, and utilities. The major categories are summarized below.

Buildings and Miscellaneous—The category was responsible for over 16 percent ($2,798,000) of the total maintenance and repair list. The highest five ranked required repairs on the list were in this category. Items included heating, ventilation, and air conditioning (HVAC) and air conditioner (A/C) repairs, replacement of water heaters and furnaces, painting, roof repairs, floor repairs, swimming pool repair, and miscellaneous maintenance and repair.

Transportation—The category included items ranked 6th through 9th and totaled $1,222,000. Repairs included a bridge, railroad post-wide, and roads post-wide.

Utilities—The category represented 23 of 46 projects (50 percent) and 76 percent of the required funds ($12,857,344). Categories listed included the electrical distribution system, HVAC, special utilities (steam and chilled water), wastewater conveyance system, and water distribution system. Of the repair projects, projects with the highest individual costs were underground HVAC lines (7 projects), steam lines (2 projects), sanitary sewer system (4 projects), and water distribution system (5 projects).

The maintenance and repair list of projects may or may not be funded and completed by October 1, 1999. Those projects that are funded and completed will subtract from the overall required maintenance and repairs for the main post. Projects remaining on the list unfunded and not completed would be high on a priority list for completion after Army withdrawal. The individual projects must be more closely examined and compared to the FMRRA's capital improvements strategy and phasing plan before implementation. For example, buildings that require HVAC or A/C repairs that are scheduled by the FMRRA for mothballing could have the maintenance and repair requirements delayed. Another example is the projected post-wide road repairs. The transportation category of the capital improvements strategy includes line items for maintenance and/or improvements for all roads on the main post, an obvious overlap.

5.4 CAPITAL IMPROVEMENTS RECOMMENDATIONS FOR THE PREFERRED LAND USE PLAN

Capital improvements recommendations are summarized within the redevelopment phases that comprise the Preferred Alternative or, in other words, the plan which reflects the community's aspirations for the future redevelopment of Fort McClellan. The Phased Circulation Plan: 2020 shows the roads and paths that have been highlighted for construction and/or maintenance in each Phase.

5.4.1 PHASE 1a

Phase 1a begins in the Year 2000 and includes those parcels that are expected to be developed quickest. Phase 1a and Phase 1b commence simultaneously.

Transportation

General Transportation—As the infrastructure category with the largest capital investment in Fort McClellan's Reuse Plan, transportation expenditures in Phase 1a exceed the combination of all other infrastructure categories. Expenditures are focused on roads (2-lane, 2-lane to 4-lane expansion), sidewalks, bicycling/walking paths, bridges, and traffic control. No actions are planned for parking lots and railroad improvements. Phase 1a is scheduled to last 1 year and includes the initial activities to begin marketing the main post.

2-lane Roads—The proposed major investment in roads includes maintenance activities for 50,000 feet of existing 2-lane roads, demolition of 4,400 feet of existing 2-lane roads, and construction of almost 16,000 feet of new 2-lane roads in Parcels 1a.1 and 1a.2. Maintenance is included for 14,100 feet of roads in the Army National Guard (ARNG) parcels. The Army should assume financial responsibility for the ARNG parcels. Development of new 2-lane roads beginning in Phase 1a would be focused on developable areas in Parcels 1a.1 and 1a.2.

2-lane to 4-lane Road Expansion—An estimated 12,000 feet of existing 2-lane road will be expanded to 4-lane as part of the spine of the Fort McClellan transportation system. This is an important part of the early marketing strategy for Fort McClellan. The spine road should be developed beginning with Phase 1a and continued into Phase 1b.

Sidewalks—Sidewalks will complement construction of the new 2-lane and 2-lane to 4-lane roads.

Bicycling/Walking Paths—Over 15,000 feet of bicycling/walking paths will be developed beginning in Phase 1a. The focus of bicycling/walking path development links parcels 1 through 4 in Phase 1a. Phase 1a, Parcel 4, is the

Cane Creek Golf Course which offers an excellent opportunity for developing bicycling/walking paths combined with the golf cart paths extending through the golf course.

Bridges—Bridges located throughout Fort McClellan will require implementation of an inspection and maintenance program for health and safety. Existing bridges will require routine maintenance, increasing as the bridges age. Replacement of bridges would be determined by periodic assessment and evaluation and would be based on factors such as age, condition, traffic volume, location, safety risk, and cost.

Traffic Control—The existing traffic control system must be maintained throughout the Main Post area. Changes in the road network will require additions and removal of traffic control devices. New road construction will include traffic control additions to the existing system. The 1-year duration of Phase 1a reduces requirements for major attention to the traffic system, with the exception of spine road development.

Utilities

Potable Water Supply—The existing water supply source is the City of Anniston. The source and distribution system capacity will be adequate for Phase 1a. Existing storage can meet the early development needs. However, the existing system will require an assessment of future requirements.

Wastewater Management—The existing collection, conveyance, pumping, and treatment system capacity can handle the expected flows generated in Phase 1a. An assessment of the existing wastewater management system is required before or immediately after plan implementation. Based on the assessment's outcome, major investments may be required for system refurbishing. Investments are expected to include reduction of infiltration/inflow into the pipe conveyance network. The wastewater management system offers an opportunity for privatization. If the system is privatized, the Authority will not be required to actively manage the wastewater issues.

Stormwater Management—No stormwater management plan exists to adequately address the planned new development and redevelopment at Fort McClellan. A comprehensive watershed plan will be required prior to and early in the Phase 1a process. Based on the results of the plan, major regional stormwater investments are proposed to management runoff quality and quantity. Included is the development of a multipurpose lake system that will serve as both a stormwater management network and recreational/aesthetic features. The stormwater management system could be assumed by a local or independent government agency or private company.

Electrical Energy System—The existing system will adequately meet demands created in Phase 1a. The existing electrical distribution system will require routine maintenance and expansion to meet the need of proposed development. Individual meters to measure actual electrical consumption must be installed at all residences, commercial, industrial, and institutional buildings, as required by the development phasing process. The electrical energy system offers an opportunity for privatization.

Gas Energy System—The existing gas supply and distribution system is adequate to meet demands of Phase 1a. The gas distribution system offers an opportunity for privatization.

Communications System—The existing copper cable-based communications system is adequate to meet demands from Phase 1a. However, the on-post system will require routine maintenance. Also, the phased land development process will require expansion and extension of the communications system. The communications system offers an opportunity for privatization.

Solid Waste Management System—The solid waste management system will include on-post collection of waste and recyclables and off-post disposal and marketing of recycled materials. Costs are included for residential areas. Commercial, industrial, and educational activities are expected to pay for solid waste management services. Solid waste management activities offer an opportunity for privatization.

Special Utilities—The special utilities are the four heating plants located on the main post that generate steam for heating and chilled water for cooling to centrally located customers. Of the four plants, three plants will remain operational during Phase 1a. Plant No. 4 near the Starship Area (Building No. 1876) will be closed in either Phase 1a or 1b. Plant No. 3 near the MP School Area (Building No. 3176) will remain operational over the long-term. The remaining two Plant Nos. 1 and 2 (Building Nos. 2278 and 1076), which have interconnected systems, will operate until funding is available to separate them from the buildings using steam heat and chilled water cooling. The plants will require operations personnel, fuel, replacement parts and equipment, and routine maintenance. The existing facilities are adequate for Phase 1a requirements. The plants offer an opportunity for privatization. A privatization example of steam heat/chilled water cooling plants at a BRAC installation is the Fort Ben Energy Management (FBEM), a subsidiary of Indianapolis Power and Light Company (IPL). FBEM currently operates and maintains the steam and chilled water plant on Fort Benjamin Harrison, Indiana.

The ARNG will separate the buildings it occupies from the steam heat/chilled water cooling plants. The ARNG will install equipment to provide heating and cooling that uses electricity and/or natural gas. Although the lines from the steam heat/chilled water cooling plants will be severed at the ARNG buildings, the lines will be the responsibility of the Fort McClellan Development Commission (FMDC).

Buildings and Miscellaneous

Street Lighting—Existing street lighting will require routine maintenance and replacement. As new streets are constructed, new lighting will be required and added to the maintenance inventory. The existing lighting inventory is adequate to meet the needs of Phase 1a.

Landscaping—General landscaping is an important part of Phase 1a activities. The landscaping includes general grounds management, special landscaping at entrances and major focus locations, and in areas being marketed. Landscaping management services must be established with schedules that match phasing activities.

Signage—The role of proper signage in actively reusing Fort McClellan is critical to successful plan implementation. A signage plan should be developed prior to Phase 1a for implementation in Phase 1a. Signs are required for major entrances to the Fort, land parcel identification, directions, special applications, and other general applications. Phase 1a will require entrance signs, parcel identification signs for those parcels being actively marketed, directional applications, and other special purposes.

Natural Resources Management—Fort McClellan is rich in natural resources that include forests, wetlands, streams, sensitive environmental areas, and wildlife. A continuing program will be established in Phase 1a that actively manages these resources. Close coordination with local, State, and Federal natural resource management agencies will be required. A continued process of planning will be required that includes surveying, inventorying, and assessment of resources.

Property Management—The process of transferring land parcels and facilities requires property management tools and activities. A geographic information system (GIS) is proposed for managing the Fort's land. The surveying and management process will continue through the implementation process.

5.4.2 PHASE 1b

Phase 1b begins in 2000 and lasts for 5 years, ending in 2004.

Transportation

General Transportation—During Phase 1b, the investment in transportation begun in Phase 1a will be continued. The focus will emphasize roads (existing and new 2-lane), sidewalks, bike/walking paths, bridges, and traffic control. No actions are planned for new parking lots and railroad improvements.

2-lane Roads—A total of 12,500 feet of existing 2-lane roads will be maintained. If resources are not available to perform road the required road maintenance early in Phase 1b, the 12,500 feet in Phase 1b could be combined with the 50,000 feet in Phase 1a and spread over the entire 5-year period. Maintenance could also be programmed to extend into Phase 2 as resources are available. As land parcels are held for later development and land use changes are required, 15,300 feet of existing 2-lane roads will be demolished. A total of 7,800 feet of new 2-lane roads will be constructed to accommodate projected new development.

4-lane Roads—4,000 feet of new 4-lane roads are scheduled to be built during Phase 1b. The road will expand the spine of the Fort to the north. The spine road forms a major focal point for marketing Fort McClellan and is a high priority for development.

Sidewalks—New sidewalks will be constructed as part of the new road development.

Bicycling/Walking Paths—A total of 12,000 feet of bicycling/walking paths will be constructed throughout the open space system. The paths should be constructed in segments that emphasize linking residential areas to retail, support services, office, light industrial, retail, cultural, and other related areas of the main post. The core area around Buckner Circle should be a major focus for the paths.

Bridges—The program of bridge maintenance for existing bridges will continue. New bridges will be built as required by road expansion. The cost for new bridges would be included in the cost for new roads.

Traffic Control—Continued management will be required for the existing traffic control system. Construction of new or expanded roads will include traffic control costs for system additions.

Utilities

Potable Water Supply—The existing water supply source is the City of Anniston. The source and distribution system capacity will be adequate for Phase 1b. Peak daily demand during Phase 1b will require planning for new storage capacity additions early in Phase 2. The existing potable water supply and available storage are adequate to support activities for the proposed CDP scheduled to begin during Phase 1b. Activities will involve reuse of existing facilities in Parcels 7 and 8 in Phase 1b.

Wastewater Management—The existing system capacity can handle the expected flows generated in Phase 1b. Based on the outcome of the wastewater management system assessment, major investments may be required for system refurbishing, including further reduction of infiltration/inflow. The wastewater management system offers a good opportunity for privatization. The existing wastewater management system can adequately handle activities of the proposed CDP scheduled to begin during Phase 1b.

Stormwater Management—A comprehensive watershed plan developed early in the Phase 1a process will guide the stormwater management implementation process. Based on the results of the plan, major regional stormwater investments are proposed, including the development of a multipurpose lake network for stormwater management and recreation. If developed during Phase 1b, the lakes will be focal points in the development of the new town center. Projected development during Phase 1b will also require installation of on-site and other watershed management practices. The stormwater management system offers a potential for privatization. Development and implementation of the comprehensive watershed management plan for Fort McClellan can adequately address the impacts from the proposed CDP scheduled to begin during Phase 1b. CDP activities will primarily occupy existing developed space on the main post.

Electrical Energy System—The existing system will adequately supply demands created in Phase 1b. The existing electrical distribution system will require routine maintenance and expansion to meet the need of proposed development. Individual meters must be installed at all residences, commercial, industrial, and institutional buildings as required by the development phasing process. The electrical energy system offers an opportunity for privatization. The existing electrical supply and distribution system can adequately support activities of the proposed CDP scheduled to begin during Phase 1b.

Gas Energy System—The existing gas supply and distribution system is adequate to meet demands of Phase 1b. The gas distribution system offers an opportunity for privatization. The existing gas supply and distribution system is adequate to support the requirements of the proposed CDP scheduled to begin during Phase 1b.

Communications System—The existing copper cable-based communications system is adequate meet demands from Phase 1b. However, the on-post system will require routine maintenance. Also, the phased land development process will require expansion and extension of the communications system. The communications system offers an opportunity for privatization. The existing communications system is adequate to meet requirements of the proposed CDP, scheduled to begin operations during Phase 1b.

Solid Waste Management System—The solid waste management system will include on-post collection of waste and recyclables and off-post disposal and marketing of recycled materials. Costs are included for residential areas. Commercial, industrial, and educational activities are expected to pay for solid waste management services. Solid waste management activities offer an opportunity for privatization. Services to collect, recycle, and dispose of wastes generated by the proposed CDP activities in Phase 1b are available to meet expected demands.

Special Utilities—Of the four plants, three plants will remain operational during Phase 1b. Plant No. 4 near the Starship Area (Building No. 1876) will be closed in either Phase 1a or 1b. Plant No. 3 near the MP School Area (Building No. 3176) will remain operational over the long-term. The remaining two Plant Nos. 1 and 2 (Building Nos. 2278 and 1076), which have interconnected systems, will operate until funding is available to separate them from the buildings using steam heat and chilled water cooling. The plants will require operations personnel, fuel, replacement parts and equipment, and routine maintenance. The existing facilities are adequate for Phase 1b requirements. The plants offer an opportunity for privatization.

Buildings and Miscellaneous

Street Lighting—Existing street lighting will require routine maintenance and replacement. As new streets are constructed, new lighting will be required and added to the maintenance inventory. The existing lighting inventory is adequate to meet the needs of Phase 1b. The street lighting system offers an opportunity for privatization as part of the electrical distribution system or more general energy management system.

Landscaping—General landscaping is an important part of Phase 1b activities. The landscaping includes general grounds management, special landscaping at entrances and major focus locations, and in areas being marketed. Landscaping management services must be established with schedules that match phasing activities.

Signage—The signage plan developed prior to Phase 1a will be implemented in Phase 1b. Signs are required for major entrances to the Fort, land parcel identification, directions, special applications, and other general applications. Phase 1a will require entrance signs, parcel identification signs for those parcels being actively marketed, directional applications, and other special purposes.

Natural Resources Management—Fort McClellan is rich in natural resources that include forests, wetlands, streams, sensitive environmental areas, and wildlife. A continuing program will be continued in Phase 1b that actively manages these resources. Close coordination with local, state, and Federal natural resource management agencies will be required. A continued process of planning will be required that includes surveying, inventorying, and assessment of resources.

Property Management—The process of transferring land parcels and facilities requires property management tools and activities. A (GIS) is proposed for managing the Fort's land. Active surveying of land parcels will include current state-of-the-art technology receivers. The surveying and management process will continue through the implementation process.

5.4.3 PHASE 2

Phase 2 begins in January 2005 and extends for 7 years until 2011.

Transportation

General Transportation—Phase 2 will generate the largest investment in roads of all development phases as new development parcels are made available. Parking lot construction is another transportation investment in Phase 2.

Roads—Activities will include maintenance of existing roads, demolishing unused and unneeded roads, construction of new 2-lane roads, interim closures of unused 2-lane roads, and construction of new 4-lane roads. The road management activities would be coordinated with the level of development activity in Phase 2. The proposed CDP would take advantage of parcels assigned to Phase 2. Road management activities proposed for Phase 2 are capable of handling the proposed training and possible spin-off activities from the CDP.

2-lane Roads—A total of 45,300 feet of existing roads will require maintenance. Maintenance activities could be spread over the 7-year period of Phase 2 on a priority schedule. Over 24,900 feet of existing roads will be demolished. Demolition activities would be timed to occur with the projected development. Approximately 39,700 feet of new 2-lane roads will be constructed as part of the projected development of unused developable land. Over 13,800 feet of 2-lane roads that are unused and not included as part of the phasing plan will be closed for later use. Road closures could be optional if resources are not available to fund interim closures.

New 4-lane Roads—The final 10,520 feet of new 4-lane roads will be constructed to complete the planned spine system through the Fort. The spine road is a major feature in marketing and transportation movement through the Fort and, as a result, a high funding priority.

Parking Lots—A total of almost 1,750,000 square feet of new parking lots are planned for Phase 2. The parking lots are based on projected new retail space and can be constructed to correspond with development of new retail space.

Sidewalks—New sidewalks will be constructed as part of the new 2-lane road construction. An alternative to construction of some or all sidewalks is the strategic use of bicycling/walking paths within parcels or links to other parcels. Existing sidewalks will need maintenance and would be scheduled based on periodic assessment and assignment of priority.

Bicycling/Walking Paths—The largest amount of bicycling/walking path construction (25,200 feet) will occur during Phase 2. The location of bicycling/walking paths should correspond to projected development and providing links to existing development.

Bridges—Continuing bridge maintenance and replacement will be required throughout the installation. New bridges will be required as part of new road construction and be included as part of the design and construction costs.

Traffic Control—The existing traffic control system will require maintenance, with costs increasing as the existing system ages and expands. New roads will require traffic control additions. Implementation of the phasing plan in Phase 2 will require special traffic control during road demolishing and interim road closures.

Utilities

Potable Water Supply—The existing water supply source is the City of Anniston. The source and distribution system capacity will be adequate for Phase 2. Additional storage capacity on-post will be required to meet peak daily and fire fighting demands. The proposed CDP projects adding the following buildings to activities begun in Phase 1b: the headquarters buildings (Area 500) (Parcel 6, Phase 2), the MOUT (Parcel 6, Phase 2), the Emergency Operations Center, the Hospital (Parcel 7, Phase 2), and Sibert Hall (Parcel 5, Phase 2). Because the activities focus on reuse of existing facilities, the potable water supply, with addition of supplemental storage, is expected to adequately meet expected requirements.

Wastewater Management—If growth during Phase 2 as expected, the existing system treatment capacity cannot handle the expected flows generated in Phase 2. New treatment plant capacity will be required. Capacity could be added by increasing the size of the existing treatment plant, construction of a new treatment plant, or directing flows to another treatment plant. The requirement for additional treatment capacity offers an opportunity for privatization. If additional treatment capacity is provided to meet the expected demands of Phase 2 activities, the projected Phase 2 CDP operations will be adequately supported.

Stormwater Management—The comprehensive watershed plan developed early in Phase 1a will guide the stormwater management implementation process.

Electrical Energy System—The existing system will adequately supply demands created in Phase 2. However, the substation will require replacement or upgrading. The existing electrical distribution system will require routine maintenance and expansion to meet the need of proposed development. Individual meters must be installed at all residences, commercial, industrial, and institutional buildings as required by the development phasing process. Planned activities to improve and maintain the electrical supply and distribution system will be adequate to meet demands of the proposed CDP Phase 2 actions.

Gas Energy System—The existing gas supply and distribution system is adequate to meet demands of Phase 2. However, construction of a parallel main will be required to meet demands from Phase 2. The gas distribution system offers an opportunity for privatization. Planned activities to improve and maintain the gas supply and distribution system will be adequate to meet demands of the proposed CDP Phase 2 actions.

Communications System—The existing copper cable-based communications system is adequate meet demands from Phase 2. The on-post system will require routine maintenance. The phased land development process will require expansion and extension of the communications system. The communications system offers an opportunity for privatization. Planned activities to improve and maintain the communications system will be adequate to support the proposed CDP Phase 2 activities.

Solid Waste Management System—The solid waste management system will include on-post collection of waste and recyclables and off-post disposal and marketing of recycled materials. Costs are included for residential areas. Commercial, industrial, and educational activities are expected to pay for solid waste management services. Solid waste management activities offer an opportunity for privatization. Services are expected to be adequate to manage wastes generated from proposed CDP activities in Phase 2.

Special Utilities—Of the four plants, only Plant No. 3 near the MP School Area (Building No. 3176) will remain operational over the long-term. The remaining two Plant Nos. 1 and 2 (Building Nos. 2278 and 1076), which have interconnected systems, will operate until funding is available to separate them from the buildings using steam heat and chilled water cooling. No schedule has been developed that determines when Plants Nos. 1 and 2 will be closed. The plants will require operations personnel, fuel, replacement parts and equipment, and routine maintenance. The existing facilities may, due to their ages by Phase 2, require major renovations, equipment replacement, or other changes. The operating plants offer an opportunity for privatization.

Buildings and Miscellaneous

Street Lighting—The existing lighting inventory, with new additions from new development, will be adequate to meet the needs of Phase 2. Existing street lighting will require routine maintenance and replacement. As new streets are constructed, new lighting will be required and added to the maintenance inventory. The street lighting system offers an opportunity for privatization as part of the electrical distribution system or more general energy management system.

Landscaping—General landscaping assumes a different role in Phase 2 activities. The landscaping includes general grounds management, special landscaping at entrances and major focus locations, and in areas being marketed. However, more emphasis will be required for areas that are being held from active marketing.

Signage—The signage plan developed prior to Phase 1a will be implemented in Phase 2. Signs are required for major entrances to the Fort, land parcel identification, directions, special applications, and other general applications. Phase 1a will require entrance signs, parcel identification signs for those parcels being actively marketed, directional applications, and other special purposes.

Natural Resources Management—Fort McClellan is rich in natural resources that include forests, wetlands, streams, sensitive environmental areas, and wildlife. A continuing program will be continued in Phase 2 that actively manages these resources. Close coordination with local, State, and Federal natural resource management agencies will be required. A continued process of planning will be required that includes surveying, inventorying, and assessment of resources.

Property Management—The process of transferring land parcels and facilities requires property management tools and activities. A GIS is proposed for managing the Fort's land. Active surveying of land parcels will include current state-of-the-art technology (e.g., GPS receivers, EDMs, etc.). The surveying and management process will continue through the implementation process.

5.4.4 PHASE 3

Phase 3 is a 5-year period extending from 2012 through 2016. Long term implementation follows Phase 3.

Transportation

General Transportation—Phase 3 activities will include investments in all subcategories of transportation (roads, parking lots, railroad, sidewalks, bicycle/walking paths, bridges, and traffic control).

Roads—Road activities will include maintenance of existing 2-lane roads, demolishing roads, construction of new roads, and interim closures of roads.

2-lane Roads—Approximately 7,500 feet of existing roads will require maintenance. If adequate resources had not previously been available for road maintenance during Phases 1a, 1b, and 2, additional lengths of roads may require maintenance in Phase 3. Over 11,800 feet of existing roads will be demolished to accommodate projected development. Approximately 20,200 feet of new roads will be constructed in Phase 3 parcels to accommodate projected development. Another 11,800 feet of existing roads will require interim closures. The interim closure process could be optional if resources are not available.

4-lane Roads—No new 4-lane roads are planned for Phase 3.

Parking Lots—A total of almost 564,000 square feet of new parking lots are planned to accommodate retail, commercial, educational, and industrial development in Phase 3.

Railroad—A new railroad spur is planned for Phase 3 that will extend from the existing line located off-post to the planned industrial park area at the northern end of the main post.

Sidewalks—New road construction will include sidewalk construction.

Bicycling/Walking Paths—A total of 19,600 feet of bicycling/walking paths will be constructed during Phase 3.

Bridges—Continuing maintenance and replacement of existing bridge will be required. New bridges will be required as part of new road construction.

Traffic Control—The existing traffic control system will require maintenance and replacement. New road construction and plan implementation will require traffic control investments.

Utilities

Potable Water Supply—The existing water supply source is the City of Anniston. The source will be adequate for Phase 3. However, depending on the level of industrial demand, additional capacity from the City's mains will be required. A new main would be constructed from the City's existing line along Highway 21 across the Main Post to the industrial area. Additional storage will be required. The proposed water supply, with planned additions, will be adequate to meet requirements from the CDP's addition of Parcels 6 and 7 in Phase 3 (Reilly Field).

Wastewater Management—New treatment plant capacity provided in Phase 2 will be adequate to handle flows generated in Phase 3 and over a longer period. The CDP's proposed Phase 3 addition can be managed by the wastewater management system.

Stormwater Management—Major regional stormwater management lakes constructed during Phase 1b will require active management. Projected development during Phase 3 will also require installation and maintenance of on-site and other watershed management practices. Implementation of the stormwater management plan will adequately manage runoff from proposed activities of CDP in Phase 3.

Electrical Energy System—The existing system will require installation of an additional substation to supply demands created in Phase 3. The existing electrical distribution system will require maintenance and expansion to meet the needs of proposed development. As the system ages, the costs for routine maintenance will increase. Individual meters must be installed at all residences, commercial, industrial, and institutional buildings as required by the development phasing process. The proposed upgrades and maintenance of the electrical system will be adequate to meet requirements of CDP's Phase 3 activities.

Gas Energy System—The upgraded gas supply and distribution system will be adequate to meet demands of Phase 3. Construction of a parallel main in Phase 2 will meet demands from Phase 2 and 3. The proposed upgrades and maintenance of the gas system will be adequate to meet requirements of CDP's Phase 3 activities.

Communications System—The existing copper cable-based communications system will require expansion and extension to meet demands from Phase 3. The on-post system will require routine maintenance. The communications system offers an opportunity for privatization. The proposed upgrades and maintenance of the communications system will be adequate to meet requirements of CDP's Phase 3 activities.

Solid Waste Management System—The solid waste management system will include on-post collection of waste and recyclables and off-post disposal and marketing of recycled materials. Costs are included for residential areas. Commercial, industrial, and educational activities are expected to pay for solid waste management services. Solid waste management activities offer an opportunity for privatization. Adequate services will be available to meet the needs of CDP's Phase 3 activities.

Special Utilities—Of the four plants, only Plant No. 3 near the MP School Area (Building No. 3176) will remain operational over the long-term. The remaining two Plant Nos. 1 and 2 (Building Nos. 2278 and 1076), which have interconnected systems, will operate until funding is available to separate them from the buildings using steam heat and chilled water cooling. No schedule has been developed that determines when Plants Nos. 1 and 2 will be closed. The plants will require operations personnel, fuel, replacement parts and equipment, and routine maintenance. The existing facilities may, due to their ages by Phase 3 if not previously addressed in Phase 2, require major renovations, equipment replacement, or other changes. The operating plants offer an opportunity for privatization.

Buildings and Miscellaneous

Street Lighting—The existing lighting inventory, with new additions from new development, will be adequate to meet the needs of Phase 2. Existing street lighting will require increased routine maintenance and replacement as the system ages. As new streets are constructed, new lighting will be required and added to the maintenance inventory. The street lighting system offers an opportunity for privatization as part of the electrical distribution system or more general energy management system.

Landscaping—Long-term general landscaping will continue in Phase 3 activities. The landscaping includes general grounds management, special landscaping at entrances and major focus locations, and in areas being marketed. However, more emphasis will be required for areas that are being held from active marketing.

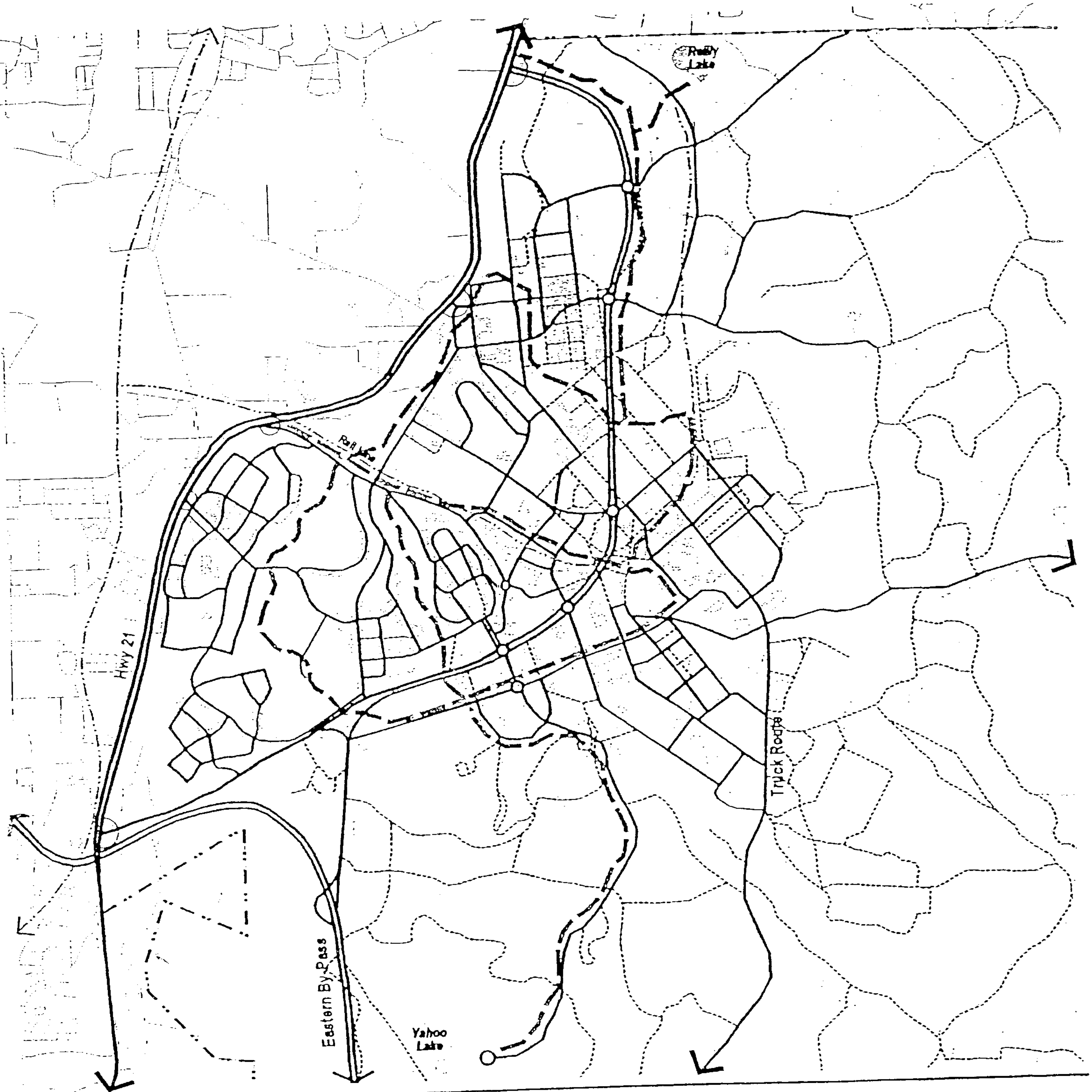
Signage—The signage plan developed prior to Phase 1a will be implemented in Phase 1b. Signs are required for land parcel identification, directions, special applications, and other general applications. Phase 1a will require entrance signs, parcel identification signs for those parcels being actively marketed, directional applications, and other special purposes.

Natural Resources Management—Fort McClellan is rich in natural resources that include forests, wetlands, streams, sensitive environmental areas, and wildlife. A continuing program will be continued in Phase 3 that actively manages these resources. Close coordination with local, State, and Federal natural resource management agencies will be required. A continued process of planning will be required that includes surveying, inventorying, and assessment of resources.

Property Management—The process of transferring land parcels and facilities requires property management tools and activities. A GIS is proposed for managing the Fort's land. Active surveying of land parcels will include current state-of-the-art technology (e.g., GPS receivers, EDMs, etc.). The surveying and management process will continue through the implementation process.

5.5 AN ALTERNATIVE CAPITAL IMPROVEMENTS STRATEGY

The strategy outlined above has been deliberately designed to fulfill the aspirations of the local community by addressing the Preferred Land Use Plan in its most complete form. The strategy does not take into account issues of cash flow financing and risk. Chapter 9 illustrates the costs involved in implementing the capital improvements strategy outlined above and it is clear that the cost of the various programs contained in the Strategy will not be covered by the revenues that are expected to be accrued by the economic



CIRCULATION PLAN: 2020

FORT McCLELLAN REUSE PLAN

LEGEND

- Retained Existing Roads
- Demolished Roads
- New Roads
- Rail Line
- Trail System
- Site Access

Prepared by:

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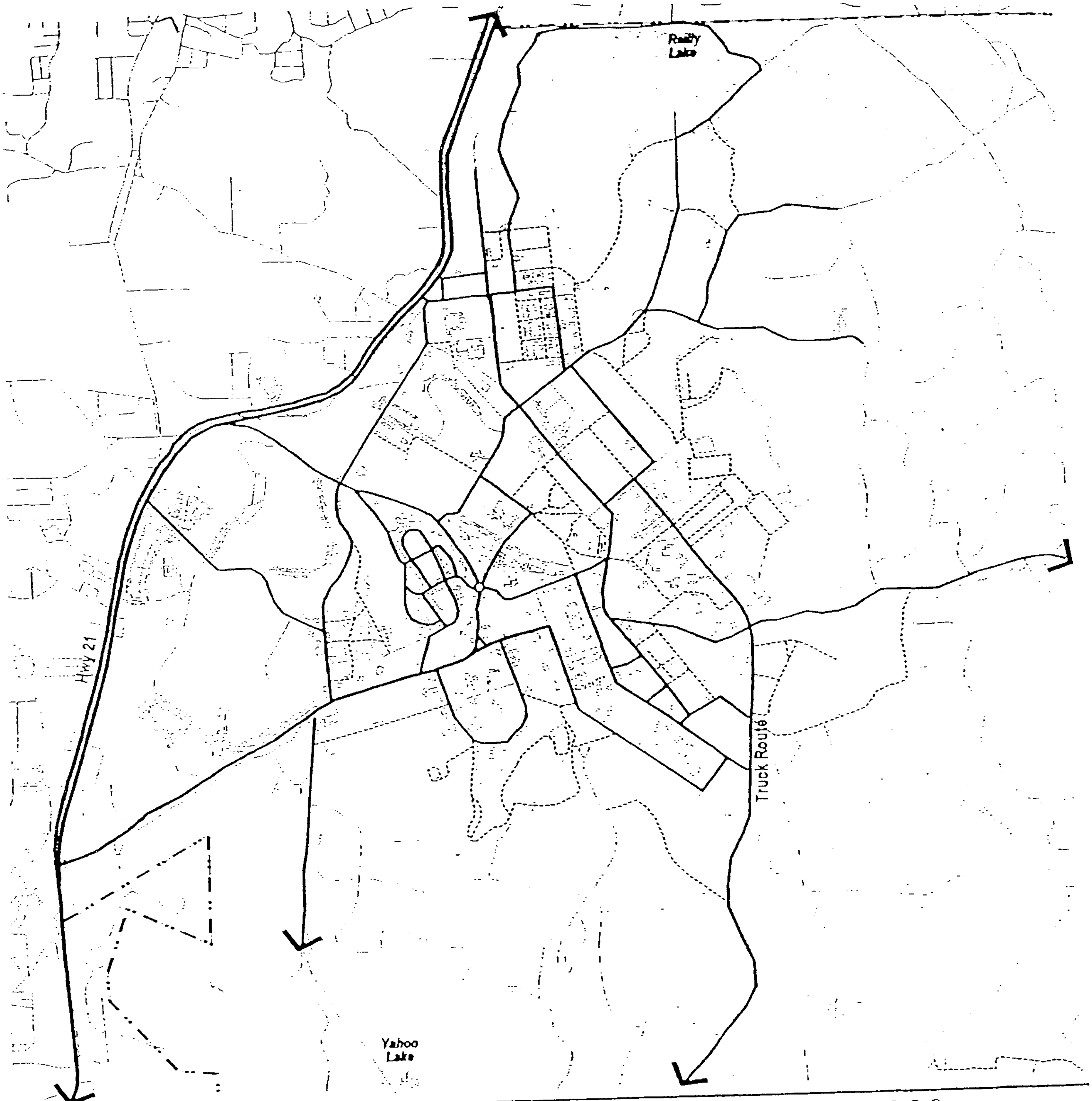
KPB Group, Inc.

WB Bishop & Associates

FORT McCLELLAN REUSE AND REDEVELOPMENT AUTHORITY



LOW IMPACT CIRCULATION PLAN: 2000

GEND

- Retained Existing Roads
- Closed Roads

Prepared by:

EDAW, Inc

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Kutak Rock

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WB Bishop & Associates

development of Fort McClellan. The purpose of an alternative capital improvements strategy is to recommend a process which recognizes three key objectives, anchored in reality:

- to minimize costs in the earliest phases of the reuse of Fort McClellan;
- to minimize cash flow deficits throughout the development process;
- to maximize the opportunities to achieve the goal of job creation and the other objectives of the community. It is not the purpose of the alternative capital improvements strategy to deny the aspirations of the community.

5.5.1 PHASES 1a AND 1b

The alternative capital improvements strategy considers these two concurrent phases as a single 5-year period of activity, crucial to the establishment of a longer-term development strategy, beginning in 2000 and ending in 2004.

Transportation

Roads—The current network of roads, though not ideal, is considered adequate to meet the immediate development needs of Phase 1. Plans to create a 4-lane parkway from Summerall Gate are deferred in recognition of the relatively low impact of early development. Roads within parcels 1a.1, 1a.2, and 1a.3 will be constructed by the eventual developer of each parcel. Access to Phase 1 will be encouraged only via Summerall, Baker, or Balzell Gates. Galloway Gate will provide access for trucks visiting the National Guard Enclave and the Center for Domestic Preparedness.

A strategy to close certain roads within Phase 1, on a temporary or permanent basis, will be devised to respond to precise development needs, closer to the acquisition date.

Sidewalks—Sidewalks will be confined to those parcels in which they already exist and in Parcels 1a.1, 1a.2, and 1a.3. It is expected that sidewalks in these latter three parcels will be the responsibility of the developer.

Bicycling/Walking Paths—The alternative plan supports the objective of linking parcels 1a.1 through 1a.4 (as outlined in the Preferred Land Use Strategy, above) by a series of paths.

Bridges—Regular inspection and maintenance of existing bridges will be required, however limited the development program may be.

Traffic control—The strategy of segregating traffic between the essentially residential areas south of Cane Creek and the areas north of Cane Creek occupied by the Army National Guard and the CDP reduces the need for costly traffic control facilities. New, automated traffic control will be minimized in Phase 1.

Utilities

Potable Water Supply—Current facilities are adequate for Phase 1

Wastewater Management—Current facilities are deemed adequate for the demands of Phase 1.

Stormwater Management—Plans to complete a comprehensive watershed management system will be deferred, though it is accepted that, as a result, future revenues may also be deferred. The opportunity to provide a series of lakes for leisure and aesthetic purposes will be addressed later in the development phase, thus eliminating costs in Phase 1. It is accepted, however, that rapid development during Phase 1 may lead to some State and Federal stormwater management requirements. A strategy which addresses particular requirements in the face of specific development proposals will be required as those proposals firm up.

Electrical, Gas, Solid Waste, Communications Systems—Private sector providers will be expected to ensure, at their cost, that their systems meet the development needs of Phase 1.

Special Utilities—The Post's steam plant system is complex, ranges across clusters of buildings with varying proposed uses, and is labor-intensive. For these reasons it appears inappropriate to the reuse possibilities of Fort McClellan. The precise relationship, between the proposed demands of the Army national Guard and the reuse, by the private sector, of specific buildings such as Sibert Hall, must be established in the short-term. A detailed study of this utility is beyond the scope of this alternative plan, but is strongly recommended before base closure.

Buildings and Miscellaneous

Street Lighting—The existing street lighting, where adequate, will remain. The developers of parcels 1a.1, 1a.2, and 1a.3 will be expected to review the current provision and upgrade where necessary.

Landscaping—Standards of landscaping, that take into account the need to market Fort McClellan while minimizing costs, will be established and enhanced as development takes place.

Signage—The marketing and development of Fort McClellan will require effective signage which, in turn, will require a strategy, as outlined in the capital improvements recommendations, above.

Natural Resource Management—The recommendations of capital improvements strategy, above, hold good for the alternative strategy.

Property Management—The GIS approach proposed in the capital improvements strategy, above, is retained in the alternative strategy.

5.5.2 PHASE 2

The alternative capital improvements strategy assumes a 7-year time frame for Phase 2, beginning in 2005 and ending in 2011.

Transportation

Roads—The current network of roads is limited in its ability to serve several of the parcels in Phase 2, including 12, 13, and 14, all allocated for industrial use. Plans to create the 4-lane parkway from Summerall Gate, however, may continue to be deferred. Galloway Gate will provide access for trucks visiting Phase 2 developments north of Cane Creek. The northerly sites continue to be attractive for industrial uses, so it is proposed that two road improvement corridors, serving these sites, are earmarked for future development. The corridors should follow the alignment of the 4-lane parkway and the truck route, both of which appear in the Preferred Land Use Strategy. Plans for establishing these routes would be reviewed in the light of industrial development opportunities, as they arise. Construction of the parkway, should it become viable, would commence from a new northern access point off Highway 21, as outlined in the Preferred Land Use Plan.

A strategy to close certain roads within Phase 2, on a temporary or permanent basis, will be devised to respond to precise development needs, closer to the acquisition date.

Parking Lots—Only Sibert Hall is allocated a parking lot in Phase 2. All other parking would be provided by developers, at their expense.

Sidewalks—Sidewalks will be confined to those parcels in which they already exist and in Parcel 2.1. It is expected that sidewalks in this latter parcel will be the responsibility of the developer.

Bicycling/Walking Paths—The alternative plan proposes no new paths between parcels, though developers may choose to construct paths within those parcels for which they are responsible.

Bridges—Regular inspection and maintenance of existing bridges will be required, however limited the development program may be.

Traffic control—The strategy of segregating traffic between the essentially residential areas south of Cane Creek and the areas north of Cane Creek occupied by the Army National Guard, the CDP and industrial users, reduces the need for costly traffic control facilities. New, automated traffic control will be minimized in Phase 2.

Utilities

Potable Water Supply—Current facilities are adequate for Phase 2

Wastewater Management—Current facilities are not adequate to meet the development demands of Phase 2. It is proposed that the system is upgraded in line with the plan outlined in the capital improvements strategy, above.

Stormwater Management—Plans to complete a comprehensive watershed management system will be deferred, though it is accepted that, as a result, future revenues may also be deferred. The opportunity to provide a series of lakes for leisure and aesthetic purposes will be addressed later in the development phase, thus eliminating costs in Phase 2. It is accepted, however, that rapid development during Phase 2 may lead to some State and Federal stormwater management requirements. A strategy which addresses particular requirements in the face of specific development proposals will be required, as those proposals become more clear.

Electrical, Gas, Solid Waste, Communications Systems—Private sector providers will be expected to ensure, at their cost, that their systems meet the development needs of Phase 2.

Special Utilities—See Phase 1 proposals, above.

Buildings and Miscellaneous

Street Lighting—The existing street lighting, where adequate, will remain. The developers of parcels will be expected to review the current provision and upgrade where necessary.

Landscaping—Standards of landscaping, that take into account the need to market Fort McClellan while minimizing costs, will be established and enhanced as development takes place.

Signage—The marketing and development of Fort McClellan will require effective signage which, in turn, will require a strategy, as outlined in the capital improvements recommendations, above.

Natural Resource Management—The recommendations of capital improvements strategy, above, hold good for the alternative strategy.

Property Management—The GIS approach proposed in the capital improvements strategy, above, is retained in the alternative strategy.

2.2.2.2 Parcel 2, Phase 2

Parcel 2 currently comprises wooded open space. Its location, adjacent to Highway 21 makes it ideal for future use as a greenfield retail site. Its 22 acres offer the potential for approximately 150,000 square feet of built retail space to meet a potential market demand for highway frontage from 2005 and beyond. Some of this demand will be generated by the occupants of Phase 1 housing, office, and industrial space. Some of the demand for developed space will be generated by the new opportunity to locate retailing on prime highway frontage.

The parcel includes a land reserve of 8 acres to meet the future expansion needs of the retail development.

This parcel has no environmental problems.

2.2.2.3 Parcel 3, Phase 2

This parcel comprises the existing Fort McClellan Elementary School, which will have been vacant for several years up to this point. The school and all its personal property will be required following the occupation of Phase 1 housing, which will take at least 5 years.

The school contains asbestos materials and lead-base paint. If it is to be "mothballed" until demand for it materializes once more, remediation should be completed before final closure of the building. The community must retain the personal property contained within the school. If the personal property is removed, the building will be worthless as a school.

2.2.2.4 Parcel 4, Phase 2

This parcel comprises land either side of Galloway Gate and includes the WAC Museum building. The Preferred Land Use Plan designates retailing for this 41-acre parcel, and it is expected that approximately 240,000 square feet of retailing built space could be accommodated here.

This parcel provides more prime frontage on Highway 21 to complement that contained in Parcel 2, Phase 2. The attraction of this parcel will be further enhanced by its location either side of a main entrance point to Fort McClellan.

Like the retail north of Summerall Gate, this parcel partly meets the demand generated by activities at the Fort and partly by the demand for highway frontage by retailers considering the wider market.

An environmental issue has been highlighted with respect to this parcel. A former printing plant is expected to have emitted volatile organic compounds, the scale of which has yet to be determined.

2.2.2.5 Parcel 5, Phase 2

Parcel 5 mainly comprises Sibert Hall and Truman Gymnasium and is 67 acres in size. Together these buildings provide the largest single area of covered floorspace at Fort McClellan. The Preferred Land Use Plan designates this parcel as an area for commercial office space, with the refurbished Sibert Hall providing 230,000 square feet, alone.

In its current form and given the local rate of absorption, Sibert Hall represents at least 10 years of office space supply. The building is laid out to provide classroom, administrative, and library space to the Chemical School, which has trained many thousands of Army and other personnel since its inception. The scale and layout of the building present particular maintenance and reuse problems. The building has few of the attributes of modern office space, with most of its large internal classrooms opening onto wide artificially-lit corridors and its external areas lacking car parking. These factors alone are likely to slow absorption. Given that it will take many years to fill the building, Sibert Hall will require a detailed maintenance schedule to preserve it as a viable asset.

One of Sibert Hall's greatest weaknesses, however, could prove to be its main strength. It is located some distance from the center of the base and therefore will contribute less to the urban density of Fort McClellan than such a large facility should. This implies that the Reuse Authority is better advised diverting demand for refurbished office space *away* from Sibert Hall to buildings closer to Buckner Circle (thus maximizing the chances of developing a critical mass of occupants close to the town center). However, recent success in establishing the CDP (see next parcel) has generated some potential demand for space at Sibert Hall and has led to the opportunity to create a business incubator for organizations seeking spin-off opportunities at the CDP. This possibility, though exciting, is still highly speculative.

It is likely, even in the event that Sibert Hall forms an important component of the CDP, that partial demolition will be required, leaving the special use laboratories with their personal property.

In addition to Sibert Hall, this parcel offers 46 acres of greenfield development land for office and research use. It will not be possible to divert all demand for such space at Fort McClellan into the reuse of buildings like Sibert Hall, so the provision of some greenfield sites is an essential element of this Implementation Plan.

Given the difficulties associated with the reuse of Sibert Hall and the lack of marketplace interest, the FMRRA may consider conveying the facility, via a PBC, to Jacksonville State University or, alternatively, may consider its demolition in lieu of its carrying costs. As the absorption schedule indicates, Sibert Hall represents the sum total of excess office space at the end of the development period.

2.2.2.6 Parcel 6, Phase 2

Parcel 6 is 28 acres and comprises Noble Army Hospital, some of its outbuildings, and 22 acres of adjacent development land. The Hospital is a valuable asset for Fort McClellan, providing fully equipped medical facilities and bedspaces that could prove attractive to certain private sector operators. This will only be the case as long as all personal property is retained. The Preferred Reuse Plan includes this parcel with others which make up the retirement community. The facilities at the hospital would support a high level of assisted care and, as was outlined in the Phase 2 Report, could form the core of an assisted care community aimed at the 85-year-old and above age group, probably relocating to the facility from within a 50-mile radius.

The development land adjacent to the hospital would provide a retirement community developer with the opportunity to offer congregate, patio, or garden homes within easy reach of medical facilities. This quite specific use for the hospital and its surrounding land suggests a relatively lengthy marketing phase, which explains its inclusion in Phase 2 of the Implementation Plan. The weakness of this strategy lies in the need to carry out a detailed (and, therefore, relatively costly) maintenance regime while developer/operators are being sought.

Discussions with the Reuse Authority have recently highlighted the possibility of at least part of the hospital being acquired by the CDP. The CDP has a need to reproduce the activities of an emergency room for training purposes, and the hospital can, clearly, provide this type of facility. This may preclude the use of the remainder of the hospital for congregate care, but could open the way for other uses, including low security prisoner care on upper floors.

If the hospital does prove more adaptable to the needs of the training community than to retirement developers, then the adjacent development land would be better used for office park/research use, similar to the parcels on either side.

There are no significant environmental issues associated with this parcel.

2.2.2.7 Parcel 7, Phase 2

This parcel is 23 acres and includes no buildings appropriate for reuse. The Preferred Land Use Plan identifies it as a greenfield location for approximately 140,000 square feet of low density office space. The strength of this parcel is its proximity to the planned spine road running from Summerall Gate to north of Galloway Gate. Its use as a small office park complements the adjacent parcels, particularly those to the north and northwest.

The only negative environmental feature identified on this parcel is an underground storage tank.

2.2.2.8 Parcel 8, Phase 2

This parcel is highlighted in the Preferred Land Use Plan as an industrial area and with Parcel 10 (see below) forms part of the Rail Industrial Park. Parcel 8 is 82 acres, with capacity for 350,000 square feet of warehouse or industrial space (excluding a development reserve), is currently served by rail and is adjacent to the Vehicle Maintenance Facility located in Parcel 7, Phase 1 B. Parcel 9 is located in Phase 2 because it is expected that the industrial land absorption rate is insufficient to justify earlier acquisition and because it has a history that suggests it will require a significant cleanup program.

2.2.2.9 Parcel 9, Phase 2

Parcel 9 is the second half of the Rail Industrial Park and is 87 acres, with capacity to develop 400,000 square feet of low density industrial/warehouse space (excluding development reserves). It is currently the site of an extensive demolition program of obsolete wooden barrack huts. As a component of the Rail Industrial Park, Parcel 9 (like Parcel 7, Phase 1 B and Parcel 8, Phase 2) is served by the truck route which is defined in the Preferred Land Use Plan and which follows Rocky Hollow Road south to connect with the proposed Eastern Bypass. In the event that this industrial park is developed before the Eastern Bypass, truck access would be via the new north entrance to Fort McClellan.

This Parcel includes several historic uses which may require a yet-to-be-determined cleanup program.

2.2.2.10 Parcels 10 and 11, Phase 2

Parcels 10 and 11 are 108 acres and comprise a collection of buildings adjacent to the Homeless Alliance of Calhoun County. <u>This particular group of buildings will be acquired by their user in Phase 1a (see Parcel 7, Phase 1a on Phase maps)</u>. The parcels form an industrial park, as highlighted in the Preferred Land Use Plan. This park has a capacity for 545,000 square feet of low density light industrial and warehousing development. It adjoins a landfill area and is served by the spine road, which north of the truck route provides a primary alternative route of access to Parcels 10 and 11. The main route of access would be the new access point north of Galloway Gate.

The environmental cleanup requirement for these parcels is indeterminate.

2.2.2.11 Parcel 13, Phase 2

Parcel 12 is 22 acres and currently has no buildings on it. It provides capacity for 130,000 square feet of low density industrial and warehouse development.

It is adjacent to a landfill which, it has been speculated, has contaminated the groundwater within the parcel. The parcel is included in Phase 2 because it has significant cleanup issues associated with its future development.

2.2.2.12 Parcel 13, Phase 2

Parcel 13 is 19 acres and currently has no buildings on it. It provides capacity for 98,000 square feet of low density industrial and warehouse development. It is adjacent to a landfill and suffers the same environmental disadvantages as Parcel 12.

2.2.3 PHASE 3

Phase 3, for the purposes of this Implementation Plan, commences in 2013 and lasts 5 years. Though Phase 3 is the final phase of the plan, it is expected that Fort McClellan will continue to be developed beyond 2017. The Preferred Land Use Plan, for instance, assumes that all of its components will be in place by 2020 but that there will be land available for development within many of the parcels beyond that date.

Phase 3 comprises those parts of Fort McClellan which, because of their location and the rate of land absorption, are likely to be the last areas of the Fort to attract development. In other words, the development program for Fort McClellan will be mature and established before these sites are required to meet market demand.

This Phase, therefore, contains:

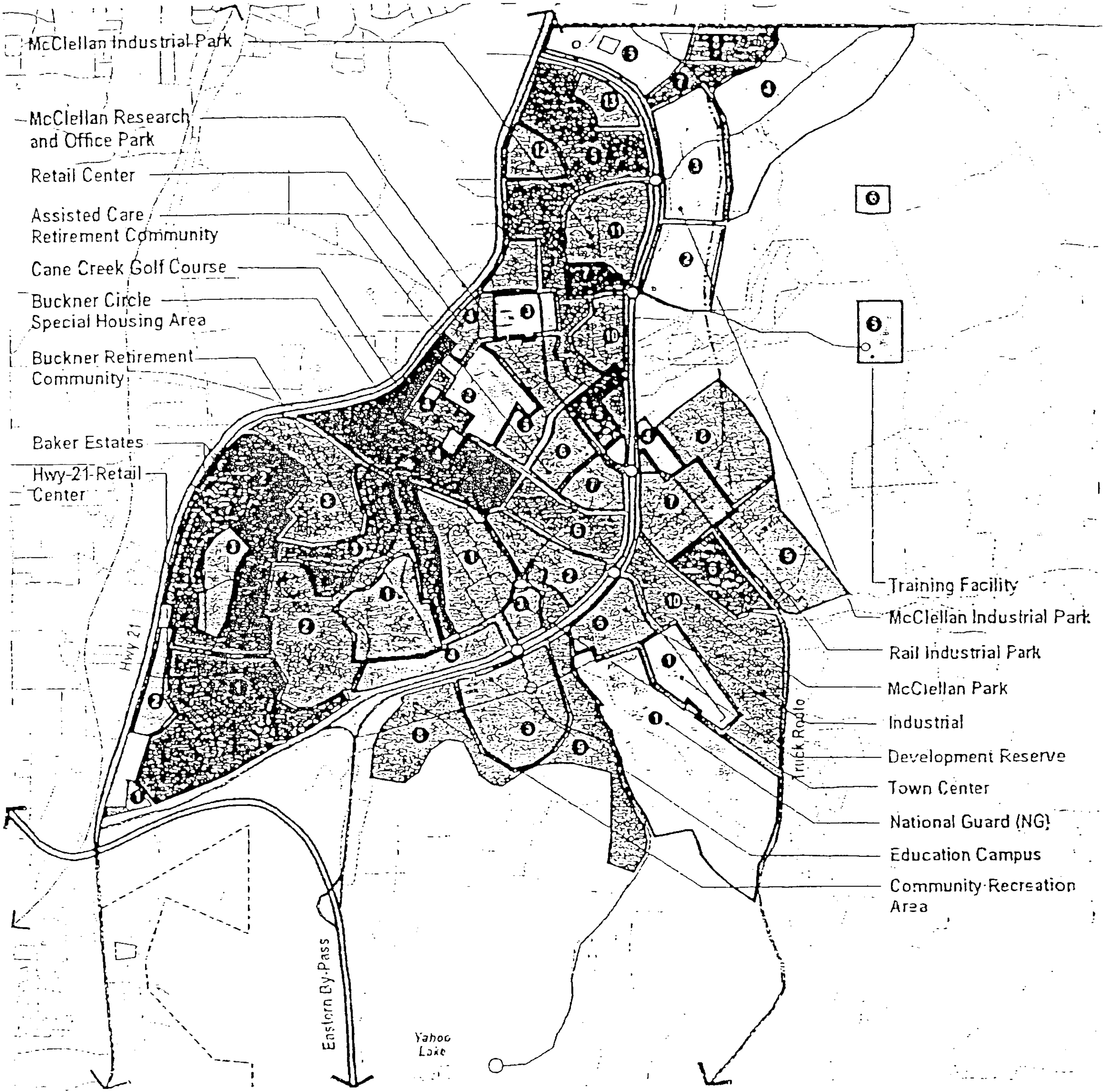
- Large contiguous greenfield sites appropriate for industrial development close to Reilly Lake and the airfield

- A development reserve close to the town center of Fort McClellan and served by 8th Avenue

Phase 3 is defined by its peripheral location and relative isolation from the remainder of Fort McClellan, its dependence on a maturing market for its various uses, and its lack of existing buildings suitable for reuse.

About 833,000 square feet of industrial demand will be generated in Phase 3; 208,000 square feet will be absorbed by existing buildings, while 625,000 square feet will be developed on greenfield sites.

Demand for office space is projected to total 250,000 square feet. About 62,500 square feet will be accommodated in existing buildings, while the remaining 187,500 square feet will be new development.



PHASES 1A, 1B, 2, AND PHASE 3

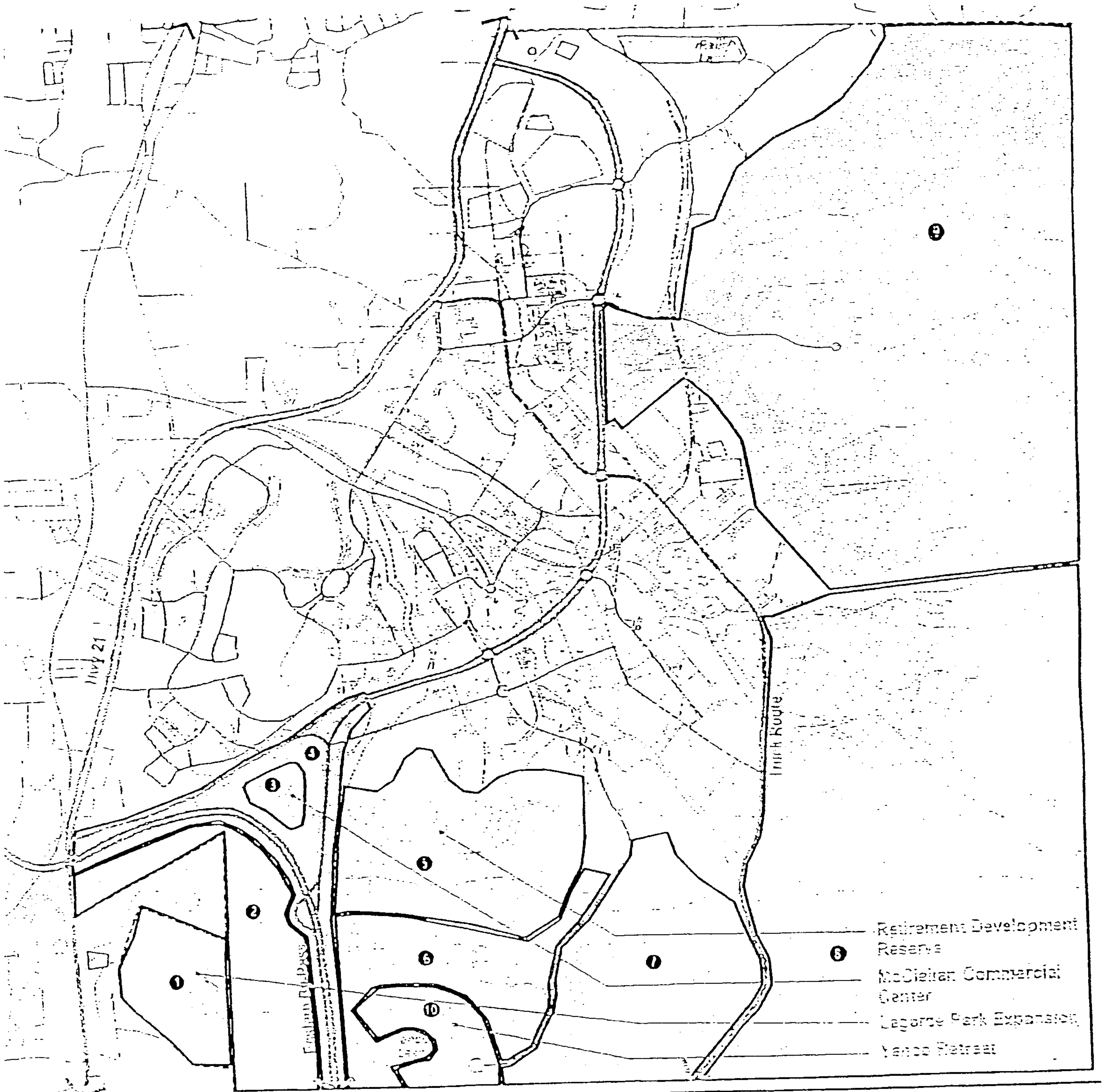
FORT McCLELLAN REUSE PLAN

LEGEND

- Phase IA
- Phase IB
- Phase II
- Phase III
- National Guard Parcel
- Open Space Parcel
- Parcel Number

Prepared by:
EDAW, Inc

FORT McCLELLAN REUSE AND REDEVELOPMENT AUTHORITY



REMEDIATION RESERVE

LEGEND
Remediation Reserve
Parcel Number

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The 15-year Business Plan Pro Forma (Chapter 9) identifies an income stream for the first 3 years of this 5-year phase. This stream consists solely of nonresidential income and totals a little over $17 million. This income stream assumes a reduced flow of rental income accruing to the Reuse Authority, as well as several substantial capital injections from the sale of buildings or land.

Phase 3 costs, compared to income, are once again substantial. Management, mothballing of retained buildings, maintenance of part-occupied buildings and the demolition of unwanted structures total $4 million in Phase 3. Transportation improvements, including maintenance, improvement, closure and demolition of roads, parking lot construction, new or improved sidewalks, bike and walking paths, bridges, and traffic control are projected to cost over $15 million. Utility improvements, including water supply, wastewater management, stormwater management, electrical, gas, communications and solid waste management, and special utilities, cost almost $9 million.

When summing costs and subtracting revenue, the cumulative deficit generated by the end of Phase 3 is almost $126 million.

The alternative cash flow for Phase 3 of the Comprehensive Reuse Plan shows a substantial variation from this shortfall. Total costs for Phase 3 are $22 million, and the cumulative deficit at the end of the Phase is $42 million, though the shortfall *within* the Phase is less than $5 million for the 3 year period. Once again, the once-only improvements to the transportation system account for half the costs of this phase. If half the proposed improvements could be financed from State and Federal sources, the deficit in Phase 3 would be eliminated.

2.2.3.1 Parcel 1, Phase 3

The Preferred Land Use Plan designates Parcel 1 as a development reserve. This 44-acre parcel should be "held back" from previous Phases in order to accommodate further development near the Fort McClellan town center, late in the implementation process. This enables the Reuse Authority to exploit the higher land values that are likely to be sustained by the more mature heart of the reused Base. It also allows complementary users, unwilling or unable to locate at Fort McClellan during its early phases, to be accommodated (at a premium) close to the town center.

A small segment of this parcel will be designated a Veteran's cemetery. A suitable buffer zone will be created between the cemetery and other uses within the parcel. It is possible that the cemetery would be acquired through a PBC during the first phase of this Implementation Plan.

This parcel has unconfirmed, and therefore undefined, environmental issues associated with it.

2.2.3.2 Parcels 2, 3, 4, and 5, Phase 3

These four parcels comprise a total of 370 acres of land. These parcels are designated in the Preferred Land Use Plan as the McClellan Industrial Park, aimed at light industry and warehousing uses, but sufficiently large to accommodate research facilities as well.

These parcels have been grouped together because they have several features in common. First, they each have the same use. Second, together, they form a substantial area of flat land accessible to Highway 21. Third, the parcels have the benefit of being in single ownership. All of these characteristics make the parcels, when amalgamated, attractive to end-users or developers seeking large sites for national manufacturing and assembly plants. There is currently a shortage of similar sites throughout the Southeast, to the extent that the Reuse Authority, by offering the four parcels as a package, will be able to place the Fort on most of these site-seekers' lists. The four parcels offer potential for almost a million square feet of developed space, plus 280 acres of development reserve. Clearly, higher density development with less reserved land would allow a further several million square feet of space to be built, should future market demand dictate.

The Phase 2 Report showed that only a handful of searches for substantial industrial sites are conducted in any one year in the Southeast. It is of course possible that Fort McClellan will meet the very particular needs of the first major site evaluator that considers its merits. It is more likely, however, that it will take several years before the right end-user/developer is able to match the Fort's attributes to its needs. In the meantime, the four parcels offer the opportunity to accommodate low impact agricultural uses as a means of earning interim revenue.

2.2.4 OPEN SPACE

The Preferred Land Use Plan highlighted the importance of open space to the reuse of Fort McClellan. The Plan has attempted to enhance the value of developed parcels by including open space areas within their boundaries and ensuring that, wherever practically possible, open space parcels are created adjacent to developed parcels.

The development densities in most parcels are sufficiently low to enable green buffer zones to be created when carrying out detailed planning of each parcel.

The open space parcels highlighted in the parcelization process fulfill one or more functions. An open space parcel may:

- Accommodate an active use such as a golf course or recreation field
- Protect a wetland or follow the course of a floodplain

- Include a significant quantity of UXO or other material requiring remediation
- Include a landfill
- Serve as a buffer between traditionally incompatible land uses

Acquisition of Open Space parcels as an EDC should coincide with the acquisition of adjacent development parcels in order to ensure continuity of maintenance and a rational opening up of the Fort as reuse accelerates. Maintenance clearly becomes an important issue given the amount of shrubs, trees, and grass within each open space parcel. The degree of maintenance to which each parcel is subjected will depend on its location in relation to adjacent development parcels. Three levels of maintenance have been identified:

- Basic maintenance, which will be applied to those areas that are less visible and/or will not offer public access. This category also applies to those parcels which are predominantly woodland and which will require normal arboreal inspection regimes.
- Moderate maintenance, which generally applies to those parcels to which the public has access, but which are for informal recreation
- High level maintenance, which applies to parcels that accommodate active, organized recreation and/or are highly visible to visitors to Fort McClellan

2.2.4.1 Parcel 1, Open Space

Parcel 1 is 10 acres located to the north Summerall Gate. As the main entry point, it is a passive area of open space critical to the initial impressions of first-time visitors to Fort McClellan. High level maintenance of the parcel may be limited to its roadside edge, with deeper, wooded areas of the parcel having only basic maintenance applied.

2.2.4.2 Parcel 2 and 3, Open Space

These parcels comprise 242 acres of open space and are closely connected with three Phase 1 development parcels and, as such, should be acquired at the beginning of Phase 1. These parcels are designated active recreation areas in the Preferred Land Use Plan where they are shown as an executive golf course. It is likely that demand for such a golf course, which will be driven by the success of the adjacent retirement community development, will materialize slowly over a period of time and with the maturing of the Reuse Plan. It may be several years, therefore, before the golf course attracts a developer/operator. In the meantime it will be important to maintain the open space as a passive recreation area, with the several routes which currently thread through it providing informal access to residents and workers at the

Fort. The maintenance regime for the wooded areas of these parcels need only be basic.

2.2.4.3 Parcel 4, Open Space

Parcel 4 acts as a buffer zone between the National Guard enclave to its northeast boundary and the golf course to the south. It is 28 acres and currently includes a number of low grade buildings scheduled for demolition. Some landscaping will be required following demolition, and the area, because of its relative visibility, will require a moderate maintenance regime. Assuming that the National Guard occupies the adjacent parcel at the beginning of Phase 1, this parcel should be acquired at the same time.

2.2.4.4 Parcel 5, Open Space

Parcel 5 is 186 acres and follows an irregular course northwest from the spine road at the Battalion Reception Center to the new proposed north entrance to the Base on Highway 21. The parcel should be acquired at the beginning of Phase 2. The parcel is defined by the floodplain of Cave Creek and a landfill around which a series of industrial parks has been proposed (see Parcels 12, 13 and 14, Phase 2). This parcel, therefore, establishes a buffer zone between the industrial parks and offers the opportunity to provide a substantial area of passive recreation space close to several employment areas. Some demolition will be carried out within this parcel, leading to the need for some simple landscaping. The maintenance regime will begin at the basic level, as adjoining land may be used for agriculture. Public access will be discouraged, particularly before industrial occupiers are attracted to the area. The maintenance regime will grow in sophistication (and cost) as adjoining parcels are occupied.

2.2.4.5 Parcel 6, Open Space

The Preferred Land Use Plan specifies active recreation for this 98-acre parcel, which adjoins the Fort McClellan Town Center. It should be acquired at the beginning of Phase 1. The Cane Creek floodplain defines the parcel and, as part of the surface water drainage system, offers a variety opportunities for enhancing the adjacent land values. The Preferred Land Use Plan, for instance, suggests the construction of a small lake and public park close to the Town Center. Other water features within this parcel and close to adjacent development sites will provide special vistas that will enhance marketability and the sense of place that is important to the success of the town center.

The maintenance regime, implied by this strategy of adding value to adjacent development sites, will eventually have to be of the highest order. The early phasing of the town center will bring the high level maintenance requirement forward, especially as the center plays a crucial role in the Reuse Authority's marketing efforts.

2.2.4.6 Parcel 7, Open Space

Like Parcel 5, this 53-acre area of open space provides a buffer between three industrial parks, as defined in the Preferred Land Use Plan. It should be acquired at the beginning of Phase 3. The industrial parcels (numbers 3, 4, and 5) fall into Phase 3; therefore, the caveats concerning maintenance of Open Space Parcel 5 apply to this parcel. Timing of the development of Phase 3 is expected to begin at least 12 years into the Reuse program, thus allowing the Reuse Authority to minimize maintenance of this parcel for several years. It is possible that a single occupier may require some or all of the most northerly Phase 3 development parcels in the near-to-medium term, in which case landscaping of Open Space Parcel 7 will have to be accelerated.

2.2.4.7 Parcels 8 and 9, Open Space

These two parcels include 194 acres of open space. They should be acquired at the beginning of Phase 1. They are contiguous and have sufficient characteristics in common to be grouped together. First, the northern boundary of each parcel forms an edge to the spine road running through the Fort. As has been outlined above, it will be essential to maintain this edge to a high standard because of its visibility. The northern edge of Parcel 8 is formed by Guillon Field, which the Preferred Land Use Plan specifies as a community recreation area. Parcel 9 is defined by the floodplain of a branch of Cane Creek. Both parcels, however, contain undefined quantities of UXO, as gunnery ranges were located in the southeast of each parcel.

2.2.4.8 Parcel 10, Open Space

Parcel 10 is 165 acres and shares its northern boundary with the spine road. It should be acquired at the beginning of Phase 1 as an EDC. The parcel is defined by the floodplains of Cane and Ingram creeks. Like Open Space Parcel 6, this parcel provides the opportunity to add value to adjacent development parcels by the imaginative use of water features and the groundwater management system. The Preferred Land Use Plan specifies Parcel 10 as McClellan Park, an area of active recreation close to the Fort's town center.

2.2.5 THE RESERVE COMPONENT ENCLAVE

The Army has yet to resolve a number of outstanding issues concerning the Reserve Component Enclave. These include the timing of the Guard's move from their existing on-post site to their new location; the availability of promised retrofit funds; the lack of operations and maintenance funds; and the application of leaseback provisions to the enclave.

A target date is yet to be agreed for the movement of the Alabama Army National Guard from their existing location to the newly proposed (and agreed) reserve component enclave. At issue is whether the Guard's move will be timely. At stake is the legitimate and legal interest of the Calhoun

County Area Homeless Alliance. Pursuant to its legal rights under the Redevelopment Act of 1994, the Homeless Alliance has executed a legally binding agreement with the Fort McClellan Development Commission for the long-term lease of the 1200 area barracks. The barrack buildings are located in the current Alabama Army National Guard Training Center. The Guard has indicated that it may take as long as 2 years after closure to retrofit their new enclave. The Homeless Alliance has indicated that a delay of 2 years will jeopardize its ability to move into the 1200 Area Barracks.

The Guard is unable to move to its new enclave in a timely fashion because promised retrofit funds are not programmed to be made available from the Army until some time during or after 2000. The Reuse Authority should work with the Army to expedite the availability of funding. Retrofit funds should be made available within the next 24-months to enable a seamless transition at closure of the Base.

Additional funding issues exacerbate the establishment of the Reserve Component Enclave. The Alabama Army National Guard has reported at numerous In-Process Reviews at Fort McClellan that its operations and maintenance funding will probably be only 1/3 of the amount originally planned. The Reuse Authority negotiated an enclave in good faith and on the basis that the Guard would be able to afford the upkeep and maintenance required. It appears, however, that this is not the case. The Reuse Authority should reopen discussions with TRADOC and the Guard to ensure that funding levels are sufficient to meet requirements.

Failure to adequately fund the operations and maintenance costs of the enclave serves to underscore the importance of securing leaseback provisions to the Reserve Component enclave. The FMRRA will include in its economic development application leaseback provisions for the enclave.

2.2.6 REMEDIATION RESERVE PARCELS

At the time of publication of this document, the Reuse Authority has not received a final copy of the Environmental Baseline Study. There continues to be speculation that the final document is not yet complete, despite the fact that the Department of Defense closely prescribes base reuse processes and timeframes. This lack of hard data has marginalized the planning process, particularly with regard to UXO on the installation.

The Archival Search Report (ASR) does not adequately determine the location, quantity, or quality of UXO at Fort McClellan. It appears that the range fans and impact areas, combined, could be as large as approximately 14,000 acres, or 78percent of the property. The ASR does not differentiate between impact areas and range fans.

The Reuse Authority has planned the ultimate use of all of the property at Fort McClellan. The commitment to providing a comprehensive land use strategy extends to the UXO areas, as well as those unaffected.

The Reuse Authority is particularly concerned about the level of clean-up that the installation will receive from the Department of the Army. The local community has been repeatedly told that the Army will clean up all of the CERCLA-related contaminants. The Army, however, has been ambiguous about its intentions to remediate the UXO. While the Army has, from time to time, made a commitment to clean the property, it has also indicated that it will not remediate the UXO. Even with regard to the clean-up of CERCLA-related contaminants, the Army has recently indicated that it will only clean the property to the level indicated in the Reuse Plan.

The community finds itself in a planning conundrum. On the one hand, if it requires the clean-up of UXO to residential standards in its reuse plan, the Department of Defense will probably not approve the plan. Even if it did, clean-up is unlikely in the near-term given the community's higher development priorities and the Army's position that technology and funding are inadequate to remediate UXO. On the other hand, if the community does not plan for the clean-up of UXO, it will not be remediated, as the Army will only clean to the standards required by the reuse plan. The munitions rule, yet to be formally promulgated, does not address the remediation of UXO from Base Realignment and Closure (BRAC) sites.

For this reason, the Reuse Plan designates a Remediation Reserve. It is a collection of parcels each contaminated by UXO to some degree. The community has planned for their eventual use. When the parcels are cleared of UXO by the Army they will be used by the community consistent with the Reuse Plan. The onus is on the Army to remediate the parcels so that they may fulfill their highest and best use.

By completing and submitting this Reuse Plan the local community does not acquiesce to any plan by the Army to avoid clearing UXO from the remediation reserve. The local community expects the Federal government to remove all UXO as funds are made available and as technology advances to allow for the safe, efficient, and environmentally friendly remediation.

The need for a Remediation Phase in this Implementation Plan has been outlined above. The Preferred Land Use Plan has identified a number of uses that are highly compatible with the natural environment of this part of Fort McClellan. The Remediation Reserve includes:

- A National Wildlife Refuge (see Appendix 1)
- Land which provides the ideal setting for a retirement golf community
- A strategically-placed area for further retail development

- A remote lakeside retreat
- Extensive wooded areas suitable for passive recreation
- Expansion land for Lagarde Park
- The route of the planned Eastern Bypass

The benefits of the natural environment in this part of Fort McClellan are currently outweighed by the fundamental environmental shortcomings manifest in the as yet undefined quantities of UXO, chemical, and biological hazards that pervade the area.

2.2.6.1 Parcel 1, Remediation Reserve

This parcel solely comprises 137 acres of land adjacent to Lagarde Park, Anniston. It is proposed that, following cleanup, it is passed to the City as an extension of the park.

2.2.6.2 Parcel 2, Remediation Reserve

Parcel 2 is 512 acres and acts as a buffer between the edge of the City of Anniston and the planned route for the eastern bypass. It also includes an undefined quantity of UXO and cannot be deemed safe to enter until remediation has taken place. Sherri Goodman, the Deputy Undersecretary of Defense, has encouraged the development and use of new technologies for the remediation of this type of land parcel. Every effort, on the part of the Army, should be made to exploit new UXO remediation technologies in this and similar parcels.

After remediation, it is unlikely that this isolated open space parcel will require anything but cursory maintenance.

2.2.6.3 Parcel 3, Remediation Reserve

Parcel 3 comprises 27 acres of land served by a main interchange on the eastern bypass. It is planned to absorb 217,000 square feet of retailing space, with 7 acres of land held in reserve for further development at a later stage. The precise configuration of the retailing will depend on market conditions at the time of development, but it is expected that the location will serve the maturing demand present at Fort McClellan and demand from the wider sub-region. This space will compliment the retailing development along Highway 21 that falls into Phase 2 of this Implementation Plan.

This parcel's location will ensure that a large local population will lie within a short drive of its shops and other facilities. The main drawbacks of this parcel are its dependency on cleanup by the Army of UXO in this area and the timely construction of the Eastern Bypass via which it is accessed.

2.2.6.4 Parcel 4, Remediation Reserve

This Parcel is 33 acres. It contains land required to create the proposed Eastern Bypass, which is planned to link Highways 431 and 21 at Summerall Gate with Interstate 20 between interchanges 188 and 191. This part of Fort McClellan included a number of gunnery firing ranges and is known to contain an undefined quantity of UXO. For the bypass to be created, a zone approximately 400 meters wide by 6,000 meters long must be cleared of all ordinance and other contaminants. The Eastern Bypass is an important component of the future success of Fort McClellan and the City of Anniston. Active pursuit of public finance for its construction is currently underway. Therefore, it is essential that remediation plans for this parcel are pursued with the highest priority.

The northern edge of Parcel 4 forms the southern boundary of Summerall Gate Road.

2.2.6.5 Parcel 5, Remediation Reserve

Parcel 5 is 378 acres and is the largest single parcel defined in the Preferred Reuse Plan, where it is termed a retirement development reserve. This Comprehensive Reuse Plan segments the retirement market in several ways, and certain parcels have been targeted at particular market segments. The Phase 2 Report contains details of each market segment. This parcel is aimed at the 50-64 age group of retirees from within the Southeast who are seeking independence, wish to be near an excellent range of facilities, such as a golf course, shopping, and medical facilities, and who have a higher than average disposable income. Parcel 5 provides retirement community developers with the opportunity to build substantial homes among heavily wooded, upland slopes. There is sufficient space within the parcel for the development of a new golf course aimed at meeting the needs of the retirement golfing community. The parcel, though relatively isolated, can be accessed from the new Bypass, as well as Iron Mountain Road.

Like all the parcels in the Remediation Reserve, Parcel 5 will require a detailed cleanup program if it is to be made available for development. Its use for high quality retirement housing overlooking a golf course is contingent on the success of Fort McClellan in attracting other segments of the retirement community market in the medium term.

2.2.6.6 Parcel 6, 7, 8 and 9, Remediation Reserve

These four contiguous parcels of open space comprise 2,709 acres and contain a large and undefined quantity of UXO. Each of these parcels, throughout the last 80 years, has accommodated firing ranges and until remediation has been completed cannot be deemed safe for public access. It has been assumed that, with one exception, no maintenance will be required of these relatively isolated wooded hills and valleys. The exception is a section of open space at the extreme western boundary of Parcel 9. This boundary meets the spine road and, therefore, will require higher levels of maintenance than the remainder of the parcel, due to its high visibility. Parcels 8 and 9 will be conveyed by a PBC to the U.S. Fish and Wildlife Service for use as a National Wildlife Refuge (see Appendix 1).

2.2.6.7 Parcel 10, Remediation Reserve

Parcel 10 is 93 acres and lies in the southwest quadrant of Fort McClellan, encompassing Yahoo Lake. There are no plans to create an intersection to provide this parcel with access to the Eastern Bypass, which runs within 500 meters of Yahoo Lake, because the proposed use for this parcel is such that access and location are not important attributes. The Preferred Land Use Plan identifies Parcel 10 as the Yahoo Retreat. The precise nature of the retreat is relatively flexible, but the Phase 2 Report pinpointed two opportunities– for a corporate retreat or a religious retreat. The wooded, semi-mountainous environment provides an ideal location for those who need good road access from across the region, but seek relative quiet and isolation on arrival. Yahoo Lake provides a substantial amenity which adds value to a sense of retreat. Local access to this parcel, whether via Iron Mountain Road or a route further to the east, passes through areas that contain large and undefined amounts of UXO. Parcel 10 also includes UXO. This suggests that remediation is likely to take many years and, indeed, may prove too complex to allow this parcel to be developed.

3.0 THE ACQUISITION STRATEGY

This property acquisition strategy for Fort McClellan developed is the proposed method by which Base property will transfer from the Army to other entities, based upon the Preferred Reuse Alternative (Reuse Plan). The strategy is based upon Federal Laws, including the Defense Base Closure and Realignment Act of 1990, the Federal Property and Administrative Services Act of 1949, the Surplus Property Act of 1944 and Title XXIX of the National Defense Authorization Act for Fiscal Year 1994, which have evolved to guide the disposal and reuse of surplus military installations targeted for closure.

The purpose of this Chapter is to outline the acquisition strategies for the disposition of real property assets of the Base. The objective is to create a long term strategy that is not only consistent with Federal Laws and base closure policies but that also attains the highest economic and social returns consistent with the community's vision.

3.1 THE PROCESS

The economic success of this Reuse Plan depends on the ability of the community to acquire property under Federal law in a timely and economically realistic manner. Fort McClellan is a large military base, beset with environmental problems, located in a semi-rural economy, many miles from major metropolitan markets. This Reuse Plan calls for a comprehensive approach to property acquisition. It rests on a phased process that aims to build value for the community over at least 20 years. This Plan is comprehensive in the sense that each land use component supports the next, with the fundamental objective of replacing the jobs lost as a result of the Base closure. A piecemeal approach to the reuse of Fort McClellan will result in failure to replace these jobs.

None of these real property strategies can be realized while uncertainty surrounds the closure and permitting processes, particularly with regard to environmental cleanup. The Reuse Authority and its consultants are acutely aware that the Federal regulatory process must be satisfied if this plan is to be successful and the aspirations of the community are to be realized.

No property can be conveyed by deed or lease until the Army makes a Finding of Suitability to Transfer (FOST) or a Finding of Suitability to Lease (FOSL). Further, property cannot be transferred until the National Environmental Policy Act (NEPA) analysis is complete, the Army prepares an Environmental Impact Statement and issues the Record of Decision (ROD). The Army has stated that the ROD will be issued by late Summer 1998.

3.2 ACQUISITION STRATEGY

3.2.1 CORPORATE GOVERNANCE

3.2.1.1 Overview of the Issues

The Council of Elected Leaders (CEL) gave the Fort McClellan Reuse and Redevelopment Authority (FMRRA) responsibility for redrafting the Fort McClellan Development Commission Enabling Legislation (S.639) because it is deemed insufficient in scope. While it vests the responsibility of developing Fort McClellan in the FMRRA, it does not afford it the power to actually develop the property. In other words, the FMRRA has the responsibility to complete the work, but not the tools to get the job done. The State Delegation has indicated that it will not give the FMRRA the power required to successfully develop the property, including the powers to exercise land use controls and to generate revenue. The City of Anniston has also raised questions about the constitutionality of vesting these powers in the FMRRA.

It appears, therefore, that the best way to bring the required power and authority to bear on the development is through a partnership between the FMRRA and a qualified governmental entity. In fact, the Department of Defense has pronounced that it will not recognize the FMRRA as an implementing agency capable of acquiring the property by an EDC unless it becomes an "instrumentality or authority of a governmental entity." At issue, then, is identifying a partner to assist the FMRRA in the development.

3.2.1.2 Policy Guidance

The Office of Economic Adjustment (OEA) has established the following guidelines for the FMRRA if it is to be recognized by the Department of Defense for an EDC:

> "OEA, on behalf of the Secretary of Defense, must recognize the implementing LRA if it is the intent of the community to acquire some or all of the property under an Economic Development Conveyance (EDC). As such, I [Joan Sigler] recommend that the community coordinate with OEA so that you are fully aware of what statutory and policy requirements must be met to obtain this designation."
>
> "One of these requirements is that the proposed implementing LRA must be a governmental unit, or an instrumentality of a governmental unit. This means that the implementing LRA cannot be an independent authority. It must be an extension of a governmental unit and therefore be backed by a governmental unit. This governmental unit is ultimately accountable for the actions of the LRA."

"In order for the Office of General Counsel to approve the FMDC as an implementation LRA and an OEA grant recipient, the State or local government must do one of the following: (1) modify the legislation to specifically indicate that the FMDC is an authority or instrumentality of the State or local government; or (2) obtain a legal opinion from the appropriate State or local government's legal counsel that even though the legislation does not specifically state that the FMDC is an authority or instrumentality of the State or local government, such an entity would be viewed under Alabama law as an authority or instrumentality of the State or local government."

"There is no legal, regulatory, or policy requirement that an implementation LRA have the authority to tax, issue bonds, or zone. The absence of such authority is not a basis for denying recognition as an implementing LRA. However, without such authorities, it may be difficult for the FMDC to demonstrate in its EDC application that the FMDC can implement the redevelopment plan. If you decide to pursue revision of S.639, you might consider requesting that specific powers and authorities be identified in the legislation which could help strengthen an EDC application and your implementation efforts."

OEA's direction is unambiguous and should serve as the springboard for addressing the issue of corporate governance.

Application of OEA Policy

It is a fact that the State of Alabama has directed the FMRRA to develop Fort McClellan. It will have this responsibility for the next 20 years, or until the legislature and governor amend the enabling legislation to vest the responsibility in another entity. Unfortunately, while the State saddled the FMRRA with the responsibility to develop the property, it did not grant it the authority or power to meet the criteria established (above) by OEA to be considered an implementing agent. The FMRRA was given the job, but not the tools. Therefore, under the current law the FMRRA will never qualify for an EDC.

In order to qualify for an EDC and to be considered an implementing agent, the FMRRA must become an "authority or instrumentality" of a local government (a municipality or the County) or of the State of Alabama. The FMRRA must partner with an existing governmental entity if it wants to continue to be a player in the development of the property.

The mechanism by which the FMRRA will partner with a governmental authority is considered a "joint powers" agreement in the form of a contract. Traditionally, this contract is executed by the developer, the FMRRA, with a governmental entity. The developer serves as the party responsible for all activities within the jurisdictional boundary of the installation; the governmental entity serves as the party responsible for providing the authority to the developer to ensure that it can successfully complete its job. This relationship is typically considered a Planned Unit Development (PUD). A PUD usually preserves autonomy with the developer to exercise land use controls, including recommendations on zoning, and to raise funds for the development, including recommendations on taxing. The degree of autonomy—with regard to land use controls and to revenue generation—that inures to the developer is highly dependent upon negotiations with the local governmental entity. The scope and scale of autonomous authority vested in the developer depends upon its ability to negotiate favorable terms.

The CEL should develop its decision matrix using the guidance promulgated (above) by OEA in evaluating four potential options: (1) executing a joint powers agreement with the State of Alabama, (2) executing a joint powers agreement with Calhoun County, (3) executing a joint powers agreement with the City of Anniston, or (4) executing a joint powers agreement with the CEL with municipal powers. The execution of such an agreement must be completed in the near-term. By Federal law, the FMRRA has 12 months from the submission of its Reuse Plan to the Department of Defense to submit its EDC application.

3.2.1.3 Decision Matrix

The FMRRA should develop a decision matrix that objectively weighs the pros and cons of executing a joint powers agreement with (1) the State, (2) the County, (3) the City of Anniston, or (4) the CEL with municipal powers. Some of the issues to be included in the analysis are:

- Is the entity a governmental unit?
- Is the entity legally capable of executing a joint powers agreement?
- Is the entity willing to execute such an instrument?
- Is the entity willing to subject itself to the financial, environmental, and tort liability associated with the development?
- Does the entity currently possess the authorities required to develop the property? If not, can those authorities be acquired?
- Can the entity tax, issue bonds, and zone?
- Does the entity have a "track record" for successful economic development?
- Does the entity possess the human infrastructure (staff) to ensure project completion?

- Is the entity capable of, and willing to, fund the development program?

Certainly, other factors must be considered and should be developed by the FMRRA. Again, it is important to bring this issue to closure in the very near-term.

The community's elected officials should recognize that time is of the essence in selecting an appropriate development partner for the FMRRA. Department of Defense policy and guidance suggests that the EDC application should be completed within 12 months of the submission of the Comprehensive Reuse Plan. Before the application is submitted, however, the corporate governance issue must be resolved. The application will likely take 6 months to complete. A development partner for the FMRRA must be identified prior to the commencement of work on the application. Therefore, a development partner must be identified no later than June 1998.

The community must recognize that the 12 month deadline for the submission of the EDC application is in many ways arbitrary. Certainly, that date can easily be extended. There is little threat that the Department of Defense will unilaterally dispose of the property within the immediate future. Only after years of community paralysis would a negotiated sale become likely.

The controlling factor in decisively identifying a development partner is the part-time nature of the Alabama legislature. Assuming that the issue will require modification of the enabling legislation, the community should be prepared to identify a partner during the Spring 1998 legislative session commencing in January 1998. Failure to address the issue during this legislative period will require a year and a half wait for legislative action. The 1999 legislative session begins in the Summer 1999. Juxtaposed against the Fall 1999 closure date for the installation, the community is woefully late in addressing the corporate governance issue. The development program will be substantially delayed, job opportunities will be lost, and the community's ability to provide appropriate developmental controls will be severely marginalized.

3.2.2 SHORT-TERM ACQUISITION STRATEGY

Due to the uncertainty regarding the level of environmental contamination and environmental cleanup schedule, this property acquisition strategy is divided into two sections. The first section outlines a short term acquisition strategy; the second section outlines a long term acquisition strategy that focuses on the proposed end use once Base property is available for transfer. The Army's environmental cleanup assessments and schedule for the Base are relatively immature which makes it difficult to determine the availability of a FOST, FOSL, or ROD for the Base. Further, the lack of a time schedule and the uncertainty caused by the lack of information regarding the environmental contamination prohibits Base property from being transferred by deed in the near-term.

The only property transfer option presently available to the Army and the FMRRA is an Interim Lease, a short-term leasing mechanism. The Interim Lease is only available for property where the Army has completed an EBS, an environmental analysis of the parcel of real property, and obtained a FOSL. It is understood that the Army is prepared to negotiate property transfer on an interim basis using the Memphis shell lease model. This allows the Reuse Authority to seek tenants for buildings or land, while incurring no rental or carrying costs for the property it is marketing.

An Interim Lease is differentiated from a longer term Lease in Furtherance of Conveyance because the Army cannot, at this time, guarantee the party leasing the property that it may receive title to the property when conveyance is permitted. The short-term nature of Interim Leases will not support the long-term amortization of improvements necessary for the redevelopment of Fort McClellan. The FMRRA having entered into the Interim Lease, can enter into a sub-lease with a prospective tenant. The value of this interim leasing capability is questionable, particularly in the 'soft' market in which Fort McClellan is located.

First, the Interim Lease can be for less than fair market value only if the Army determines such a lease to be in the public interest or the fair market value is unattainable. This eliminates the basic incentive of a downwardly negotiable lease. Second, the party leasing the property must utilize it in a manner consistent with its present use. Additionally, Interim Leases will contain a clause allowing the Army to terminate the lease if the use is not compatible with the Army's decision on the final use of the property. Termination could also be enacted in a national emergency. Further factors that increase the cost of the lease to the prospective tenant include: a requirement that premises be restored to their original condition at the end of the lease; that the tenant indemnify the Army for damages; and that the tenant vacate the premises to allow environmental remediation activities to be carried out.

3.2.2.1 Personal Property Use Under an Interim Lease

Tenants will be eligible to use, as part of the Interim Lease, Federal personal property that remains at the Base. This can include furniture, computers, forklifts, and motor vehicles. Personal property can be relocated from other parts of the base to satisfy the needs of the incoming tenant. It is proposed that the personal property contained in later phase buildings be transferred to buildings earmarked for acquisition in Phase 1.

An essential prerequisite of this Comprehensive Reuse Plan is the preservation and retention, subject to negotiation, of all personal property associated with buildings slated for reuse <u>or</u> demolition at Fort McClellan.

3.2.2.2 Caretaker Agreement

By entering into short-term leases on the property, the FMRRA will be occupying and utilizing Base real property and will need to provide fire, police, utility, and maintenance services to its tenants. The FMRRA, therefore, wishes to enter into a Co-operative Community Caretaker Agreement with the Army for Fort McClellan.

Under this Caretaker Agreement, the Reuse Authority, on behalf of the community, will undertake all of those activities necessary to maintain Fort McClellan to a standard commensurate with the activities that are planned to take place there over the coming years.

3.2.3 LONG-TERM ACQUISITION STRATEGY

The Reuse Authority proposes that three methods of conveyance are adopted in this Comprehensive Reuse Plan: (1) Acquisition via Economic Development Conveyances (EDC), (2) Acquisition via Public Benefit Conveyance (PBC) and (3) The acquisition of personal property. Table 3.1 summarizes the proposed acquisition strategy, with reference to EDCs and PBCs.

It is proposed that Fort McClellan is acquired by the community as a single EDC, comprising four phases. Table 3.2 illustrates how the Phasing Plan influences the way in which the community, through the FMRAA, will manage the Fort, following acquisition.

The proposed acquisition strategy for Fort McClellan takes the Phasing Plan as its starting point. The Phasing Plan has been developed to reflect the market reality; that Fort McClellan is a massive and complex military base located in a semi-rural economy. This potential market weakness can be minimized by exploiting the Fort's market strengths. The acquisition strategy of table 3.1 seeks to exploit market strengths, while minimizing market weaknesses.

Phases 1a and 1b include key EDCs which have the potential for priming long term development at Fort McClellan. A detailed market study of the retirement development sector highlighted its importance in supporting wider economic development strategies. Dr. Mark Fagan, who completed the study, has illustrated frequently the opportunities which planned retirement developments offer their host communities. For instance, the Sun city development in Phoenix, Arizona, drew retirees from all over the nation and was directly responsible for creating 11,000 new jobs. Dr. Fagan has identified similar opportunities at Fort McClellan, characterizing the development of a planned retirement community as a key economic driver, essential to job creation in the service industry sector. The disposal of the golf course to the retirement community developer, via an EDC to the FMRRA, will ensure that this important support facility is managed and operated to the benefit of the retirement community.

Table 3.1. Summary of Proposed Phased Strategy

	Parcel Number	Principal Use	Method of Acquisition	Acquired By
PHASE 1a	1	Retirement Housing	EDC	FMRRA
	2	Retirement Housing	EDC	FMRRA
	3	Retirement Housing	EDC	FMRRA
	4	Golf Course	EDC	FMRRA
	5	Training	EDC	FMRRA
	6	Training	EDC	FMRRA
	7	Homeless Assistance	PBC	Homeless Alliance
	8	Training	EDC	FMRRA
PHASE 1b	1	Retirement and Town Center	EDC	FMRRA
	2	Light Industry, Warehousing	EDC	FMRRA
	3	Town center Support	EDC	FMRRA
	4	Education and Training	PBC	Ayres State/Educ. Consort.
	5	Education and Training	PBC	Ayres State/Educ. Consort.
	6	Light Industry, Warehousing	EDC	FMRRA
	7	Industry, Warehousing	EDC	FMRRA
PHASE 2	1	Retirement	EDC	FMRRA
	2	Retailing	EDC	FMRRA
	3	Education	PBC	School System
	4	Retailing	EDC	FMRRA
	5	Industrial, Office	EDC	FMRRA
	6	Hospital	EDC	FMRRA
	7	Office	EDC	FMRRA
	8	Industry, Office	EDC	FMRRA
	9	Industry, Office	EDC	FMRRA
	10	Industry, Office	EDC	FMRRA
	11	Industry, Office	EDC	FMRRA
	12	Industry, Office	EDC	FMRRA
	13	Industry, Office	EDC	FMRRA
PHASE 3	1	Development Reserve	EDC	FMRRA
	2	Industry, Office	EDC	FMRRA
	3	Industry, Office	EDC	FMRRA
	4	Industry, Office	EDC	FMRRA
	5	Industry, Office	EDC	FMRRA

Table 3.1. Summary of Proposed Phased Strategy (Continued)

	Parcel Number	Principal Use	Method of Acquisition	Acqured By
REMEDIATION RESERVE	1	Lagarde Park Extension	PBC	City of Anniston
	2	Open Space	EDC	FMRRA
	3	Retail	EDC	FMRRA
	4	Eastern Bypass	PBC	State of Alabama
	5	Retirement Community Reserve	EDC	FMRRA
	6	Open Space	EDC	FMRRA
	7	Open Space	EDC	FMRRA
	8	Open Space	PBC	USDF & W
	9	Open Space	PBC	USDF & W
	10	Business Retreat	EDC	FMRRA
NATIONAL GUARD	1-5	Reserve Enclave	Not Surplus	National Guard
OPEN SPACE	1	To Complement Phase 1	EDC	FMRRA
	2	To Complement Phase 1	EDC	FMRRA
	3	To Complement Phase 1	EDC	FMRRA
	4	To Complement Phase 1	EDC	FMRRA
	5	To Complement Phase 2	EDC	FMRRA
	6	To Complement Phase 1	EDC	FMRRA
	7	To Complement Phase 3	EDC	FMRRA
	8	To Complement Phase 1	EDC	FMRRA
	9	To Complement Phase 1	EDC	FMRRA
	10	To Complement Phase 1	EDC	FMRRA

Table 3.2. Phasing Plan Milestones

YEAR	MILESTONE
1999	A single EDC is completed. It comprises the parcels outlined in the Comprehensive Reuse Plan.
2000-2004	Operational responsibility for parcels in Phases One A & B passes to the FMRRA and development commences, as described in the Reuse Plan.
2000-2004	Parcels in Phases Two & Three are maintained under a Co-operative Community Caretaker Agreement.
2000-2004	The Army begins clean-up of the parcels contained in the Remediation Reserve.
2005	Operational responsibility for parcels in Phase 2 passes to the FMRRA and development commences, as described in the Reuse Plan. Revenues from Phase 1 help finance maintenance and infrastructure development.
2005	Parcels in Phase 3 are maintained under a Community Cooperative Caretaker Agreement
2005-2011	Army continues clean-up
2012 -	Operational responsibility for Phase 3 passes to the FMRRA and development commences as described in the Reuse Plan
When Appropriate	Army hands over clean parcels in the Remediation Reserve to the community, for development.

Other economic development opportunities are offered in Phase 1b; more retirement community facilities as well as the core of a new town center for Fort McClellan that will include shops, light industry, and warehousing. The Center For Domestic Preparedness is included in this phase, though it is geographically removed from the rest of the uses contained therein. The establishment of the Center for Domestic Preparedness, early in the development process, will reinforce the strategic importance of Phase 1 as a means of priming the redevelopment of Fort McClellan.

Infrastructure maintenance and development underpins the success and sustainability of the Comprehensive Reuse Plan. Most of the existing infrastructure at Fort McClellan is obsolete or inadequate for the needs of modern development. The Phasing Plan recognizes the need to finance substantial improvements to the infrastructure.

Acquisition by direct sale would not enable the Reuse Authority to acquire the title of the property and complete the integrated plan on behalf of the local community. It would therefore undermine future efforts to attract businesses and jobs to Fort McClellan, thus failing to meet the key objective of the community.

The integrated plan will be further strengthened by the EDCs to acquire open spaces for the use of the wider community. Fort McClellan is located in a spectacular and precious environment, the value of which many local people recognize. The people of Calhoun County have expressed their strong desire to retain this environment, while achieving their goal of job creation and community development. The open space strategy supports these twin goals. It proposes the acquisition, by PBC, of large tracts of wooded and semi-wooded land for passive recreation, thus conserving the Fort's unique environment, while enhancing the value of the development parcels that these tracts surround.

Specific PBCs are also called for in this Comprehensive Reuse Plan. These include a wildlife refuge in the Choccolocco Mountains, to be conveyed to the U.S. Department of Fish and Wildlife (see Appendix 1), and a location for a new campus for a consortium of education providers and the expansion of Lagarde Park.

A local alliance of agencies, providing for the needs of the homeless, have also applied, via a Homeless Assistance Conveyance, for a group of buildings located in Phase 1, Parcel 7.

In the case of each of these acquisitions via EDCs, PBCs or the Homeless Assistance Conveyance, the role of personal property is crucial. No personal property on Fort McClellan should be removed, whether the building in which it is housed is to be retained or will be demolished. The impact of removal will undermine the integrated development strategy by rendering worthless key buildings.

3.3 Personal Property Acquisition Strategy

3.3.1 Justification for the Retention of Personal Property

The retention of existing, or functionally equivalent, personal property at Fort McClellan is critical to the reuse and redevelopment of the installation. As has been clearly articulated, traditional development trends and absorption rates ensure a slow development process. The development program outlined in this plan lasts for at least 20 years, and even then substantial amounts of green space and existing facility space will go unused. The absorption rates projected in this plan assume the retention of personal property. For this reason, the successful development of the real property is highly dependent upon the retention of the personal property. Without the incentive offered by the reuse of personal property, successful reuse will not be accomplished for several reasons.

Fundamentally, there is no reason for the private sector to invest in abandoned buildings that are stripped of personal property and equipment. The regional marketplace will not invest in the development of aged military facilities without the incentive provided by existing personal property. The Base Realignment and Closure Office, Department of the Army, makes the case in its pamphlet, Obtaining Personal Property from Closing Army Installations, when it states:

> "Military base closures can have significant impacts on the economies of nearby communities. To improve prospects for economic recovery in those communities, the Army will make surplus personal property from its closing installations readily available to communities affected by base closures and, if appropriate, at a cost less than fair market value."

As the Army publication suggests, the retention of personal property can act as a stimulus to the development program, allowing for the reuse of obsolete facilities and the creation of new jobs. Similarly, there is little incentive for the Reuse Authority to assume operations, maintenance, and ownership of the property without the tools and equipment to get the job done.

If ever there was ever a case for the retention of personal property in support of job creation, it is the closure of Fort McClellan. The Army is closing one of the largest military installations in the country in a relatively rural area. Absorption rates, assuming the retention of all personal property at below fair market values and the phased acquisition of real property, are in excess of 20 years. Barring mitigation prior to closure, local unemployment levels will soar to approximately 17 percent. The campus-like character of the installation, large quantities of UXO, and the Anniston Army Depot's chemical incineration mission exacerbates reuse potential. The marketplace stigma attenuated by these negative impressions will, in part, be overcome by the retention of personal property. In short, the facilities at Fort McClellan will only be reused if they contain personal property upon closure.

3.3.2 ACQUISITION OF PERSONAL PROPERTY.

The Reuse Authority proposes acquiring all personal property at Fort McClellan under a single Personal Property EDC. Consistent with Department of Defense policy, the Personal Property EDC application will be completed within 12 months of the submission of the Comprehensive Reuse Plan. At the same time, the Reuse Authority will submit its EDC application for the no-cost acquisition of real property at Fort McClellan. The Real Property EDC application will include a timetable for the graduated completion of caretaker management services. In its EDC applications the Reuse Authority will propose assuming ownership, management, and control of all real and personal property at Fort McClellan contingent upon the Federal government's gradually diminishing operations and maintenance support.

3.3.3 SPECIAL USE BUILDINGS

A number of facilities at Fort McClellan stand out as special use, unique buildings. The character and utility of these buildings is defined by the personal property contained within their respective walls. Remove the personal property from these unique buildings and the Army destroys their character and utility. Special use buildings cannot be reused if they are stripped of personal property. Job creation is undermined without personal property. Special use buildings include the following:

- Noble Army Hospital
- Stout Dental Clinic
- Elementary School
- Building 350, Heavy Vehicle Maintenance Facility
- Central Shipping and Receiving

Without the personal property and equipment contained in these buildings, the facilities become of little value to the private sector. For example, strip the hospital of its equipment and it is no longer a hospital. Trainee areas and trainee lodging currently contain a wide range of educational, kitchen, bedding, and dining equipment that will be essential to the establishment of the National Center for Domestic Preparedness.

The personal property in Noble Army Hospital should additionally be retained as a full hospital, not simply as clinic. Since the BRAC announcement, the Medical Command has downsized the hospital to a clinic. The Reuse Authority intends to reuse all of the property currently contained in the hospital, whether it is used in the clinic operations or not.

Table 3.3 depicts the reuse of special use buildings and their impact on new job creation.

Table 3.3. Reuse of Special Use Buildings

Building	Current Use	Future Use	Spin-Offs	New Jobs
Hospital	Medical (clinic)	Hospital	Retirement community, CDP	450
Dental Clinic	Medical (clinic)	Dental School	Educational park	25
Elementary School	Education	Elementary School	Residential development	30
Central Shipping	Warehouse	Warehousing/ manufacturing	Industrial park development	20
Building 350	Vehicle maintenance	Maintenance/ manufacturing	Industrial park development	100

In the event the Reuse Authority determines that there is no requirement for the reuse of these buildings, the personal property will be released.

3.3.4 DEMOLITION

The personal property contained in facilities slated for demolition should be retained for use in other facilities on post, unless otherwise released by the Reuse Authority in accordance with BRAC personal property disposal guidance.

3.3.5 THE BRAC DISPOSAL PROCESS

The Reuse Authority should recognize that the BRAC personal property disposal process ultimately governs the disposition of personal property.

4.0 PHASING PLAN

The following tables summarize the phasing and parcelization plans proposed for the Fort McClellan Comprehensive Reuse Plan. The phasing and parcelization of the Comprehensive Plan supports the Preferred Land Use Plan, which was the culmination of Phase 2 of this work and which illustrates the mix of land uses at Fort McClellan in 2020. It is important to emphasize that all the land areas used in this chapter have been calculated from a 1:9600 scale map. A full site survey of each parcel will, no doubt, result in inevitable differences. These will not, however, alter the recommendations of this phasing plan.

Table 4.1 shows the acreage of the development phases of the Preferred Land Use Plan. Each phase is characterized in terms of the number of acres already developed (or, in other words, the acreage of existing buildings earmarked for retention), the amount of land to be held in reserve for later development, and the land available for immediate development. The concept of a development reserve is used here as a means of holding back land so that tenants or investors are able to expand within their existing locations. It is also a useful way for the Reuse Authority to increase land values by enabling late development of early parcels as demand for land in those parcels strengthens and matures.

In addition to Phases 1a, 1b, 2, and 3, this Plan includes four special phases: land with development potential that will require remediation (R), the National Guard component (NG), open space (OS), and open space which will require extensive remediation (R OS).

Table 4.2 shows the amount of built or demolished space proposed for each parcel of the development. The Preferred Land Use Plan proposes the retention of 3.3 million square feet of buildings during the first three phases of development at Fort McClellan. A further 1.35 million square feet of retained buildings can be found in the National Guard, Open Space, and Remediated Open Space areas. The proposed demolition program covers over 1.5 million square feet, when buildings on open space parcels and the remediation areas are included. There is potential for an additional 6.7 million square feet of new development at Fort McClellan, though this includes 1.1 million square feet of space in the remediation reserve.

Mothballing costs are generated by the amount of retained buildings specified in each phase. It has been assumed that retained buildings will cost between 80 cents and $2 per square foot per annum to mothball while empty. The cost of demolition has been estimated at $7.25 a square foot and assumes that asbestos and lead paint will be present in all earmarked buildings. Rental levels have been calculated for all those buildings from which the Reuse Authority has the option of taking income. It is quite possible, of course, that some or all of the reused buildings will never be managed by the Reuse Authority, that they will be sold on to a developer and that, rather than earn an income, the Authority will receive a capital payment.

Table 4.1. A Summary of the Phasing Plan for Fort McClellan—Land and Buildings

Phase #	Total built Space (Sq.Ft.)	Space to be retained (Sq. Ft.)	Space to be demolished (Sq. Ft.)	After Demolition			
				Total Acres	Built Acres	Acres	Reserve Acres
1a	1,320,247	1,189,724	46,362	654	424	230	10
1b	1,838,411	1,646,365	192,046	366	280	86	69
2	1,157,862	626,743	490,527	584	70	514	284
3	3,576	3,576	0	411	2	409	322
NG	1,314,558	0	0	393	0	0	0
OS	483,089	118,215	341,729	976	2	0	0
Remdiation	104,785	104,785	0	4,172	0	951	127
Totals	6,222,528	3,689,408	1,070,664	7,556	778	2,190	812

Table 4.2. A Summary of the Parcel Plan for Fort McClellan—Land and Buildings

Phase #	Parcel #	Total built Space (Sq.Ft.)	Space to be retained (Sq. Ft.)	Space to be demolished (Sq. Ft.)	After Demolition: Total Acres	After Demolition: Built Acres	After Demolition: Cleared Acres	After Demolition: Reserve Acres
Ia	1	261.924	261.924	0	180	80	100	0
Ia	2	353.519	351.919	0	173	77	96	0
Ia	3	107.802	107.802	0	57	47	10	10
Ia	4	14.860	14.860	0	168	168	0	0
Ia	5	176.557	149.863	26.694	88	18	0	0
Ia	6	323.024	303.356	19.668	43	19	24	0
Ia	7	82.561	-	-	15	15	.0	0
Ia	8	-	-	-	-	-	-	-
Ib	1	502.864	465.740	37.124	77	71	6	6
Ib	2	242.020	205.139	36.881	46	41	5	5
Ib	3	59.426	59.426	0	14	14	0	0
Ib	4	21.614	21.614	0	35	18	17	0
Ib	5	470.736	470.736	0	92	92	0	0
Ib	6	195.447	164.249	31.198	39	26	13	13
Ib	7	346.304	259.461	86.843	63	18	45	45
II	1	268.236	13.051	255.185	69	0	69	35
II	2	14.001	5.993	0	22	0	22	8
II	3	83.153	83.153	0	31	31	0	0
II	4	56.142	16.099	30.494	41	4	37	15
II	5	290.070	290.070	0	67	21	46	46
II	6	186.199	180.766	5.433	28	6	22	0
II	7	8.374	1.044	7.330	23	0	23	10
II	8	114.887	0	111.455	82	0	82	50
II	9	121.069	33.409	80.630	87	0	87	50
II	10	15.731	3.158	0	33	0	33	10
II	11	-	-	-	60	8	52	40
II	12	-	-	-	22	0	22	10
II	13	-	-	-	19	0	19	10
III	1	3.576	3.576	0	44	2	42	42
III	2	-	-	-	54	0	54	35
III	3	-	-	-	73	0	73	50
III	4	-	-	-	176	0	176	150
III	5	-	-	-	64	0	64	45
NG	1-5	1.314.558	-	-	393			
OS	1	-	-	-	10			
OS	2	-	-	-	132			
OS	3	-	-	-	110			
OS	4	229.611	23.898	205.713	28			
OS	5	5.614	0	5.614	186	2		
OS	6	91.940	86.634	2.277	98			
OS	7	-	-	-	53			
OS	8	88.895	7.683	81.212	90			
OS	9	21.186	0	21.186	104			
OS	10	45.843	0	25.727	165			
R	1	-	-	-	137	0	137	0
R	2	-	-	-	512			
R	3	-	-	-	27	0	27	7
R	4	-	-	-	316	0	316	0
R	5	-	-	-	378	0	378	120
R.OS	6	-	-	-	265			
R.OS	7	-	-	-	444			
R.OS	8	-	-	-	1000			
R.OS	9	104.785	104.785	0	1000			
R	10	-	-	-	93	0	93	0
	Totals	6.722.528	3.689.408	1.070.663	7.556	778	2.190	812

Parcel Number	1		Phase Number		1a
Main Uses			Single- and multi-family housing		
Total Acreage of the Parcel			180		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
180	245,024		80	0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	100	408,373	0		
Housing	100	408,373	0	3.00	300
Use Two					
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target Date
As soon as possible			October 97-October 99		March 2000
Financial data					
Demolition Costs	Annual Maint.Costs		Annual Holding Costs	Annual Rental Revenue	Land value at build out
0			637,000	0	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
80			240		

Parcel Number	2		Phase Number		1a
Main Uses			Single- and multi-family housing		
Total Acreage of the Parcel			173		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
262	353,834		77	0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	96	388,947	0		
Housing	96	388,947	0	3.00	288
Use Two					
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
As soon as possible			October 97-October 99		March 2000
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
0			920,000	0	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
70			275		

Parcel Number		3	Phase Number		1a
Main Uses			Retirement housing		
Total Acreage of the Parcel			57		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
64	95,820		47	0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	10	0		3.00	30
Housing			10		
Use Two					
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
As soon as possible			October 97-October 99		March 2000
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
0			250,000	0	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
10			31		

Parcel Number		4	Phase Number		1a
Main Uses			Cane Creek Golf Course		
Total Acreage of the Parcel			168		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
4	17,320		168	0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	0	0	0		
Housing			0		
Use Two					
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
As soon as possible			October 97-October 99		March 2000
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
0			45,000	0	
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
30			27		

Parcel Number	1	Phase Number	1b	
Main Uses		Housing, retail, support services		
Total Acreage of the Parcel		77		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
62	441,606	71	12	40,514

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	6	0			
Undefined			6		

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
As soon as possible	1997- 2004	2004

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
$295,000		$1.15 million	0	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
150	145

Parcel Number	2	Phase Number	1b	
Main Uses		Light industry and warehousing, office		
Total Acreage of the Parcel		46		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
20	236,304	41	1	3,108

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	5	5,000		0.25	
Light industry			5		

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
As soon as possible	1997- 2004	2004

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
$23,000		$615,000	$600,000	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
429	536

Parcel Number	3	Phase Number	1b	
Main Uses		Retail, services, public, cultural, office		
Total Acreage of the Parcel		14		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
7	56,332	14	2	9,560
Land Available for development				

	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	0	0	0		

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
As soon as possible	1997- 2004	2004

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
$70,000		$147,000	0	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
87	109

Parcel Number	4	Phase Number	1b	
Main Uses		Public benefit conveyance to college		
Total Acreage of the Parcel		35		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
5	49,000	18	0	0
Land Available for development				

	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	17	50,000	0		
Educational use	17	50,000	0		

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
Convey as soon as possible	not applicable	2004

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
0		$127,000	0	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
104	130

Parcel Number	5	Phase Number	1b
Main Uses		Public benefit conveyance to college, offices, housing	
Total Acreage of the Parcel		92	

Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
24	386,780	92	2	89,905

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	14	150,000	0		
Non -specified	14	150,000	0	0.25	

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
Convey MP school as soon as possible	1997-2004	2004

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
$652,000		$1 million	0	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
565	706

Parcel Number	6	Phase Number	1b
Main Uses		Light industry, warehousing	
Total Acreage of the Parcel		39	

Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
8	188,589	26	5	9,775

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	13	141,570	0		
Industrial Use	13	141,570	0		

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
As soon as possible	1997-2004	2004

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
$71,000		$490,000	$650,000	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
275	343

<table>
<tr><td colspan="2">Parcel Number</td><td>7</td><td colspan="2">Phase Number</td><td>1b</td></tr>
<tr><td colspan="3">Main Uses</td><td colspan="3">Engineering, maintenance, light industrial</td></tr>
<tr><td colspan="3">Total Acreage of the Parcel</td><td colspan="3">63</td></tr>
<tr><td colspan="3">Buildings to be retained</td><td colspan="3">Buildings to be demolished</td></tr>
<tr><td>Number</td><td colspan="2">Square feet</td><td>Acres</td><td>Number</td><td>Square feet</td></tr>
<tr><td>6</td><td colspan="2">128,478</td><td>18</td><td>25</td><td>227,096</td></tr>
<tr><td colspan="6">Land Available for development</td></tr>
<tr><td></td><td>Acres</td><td>Square feet</td><td>Development reserve (acres)</td><td>FAR or DU/acre</td><td>New DUs</td></tr>
<tr><td>Total</td><td>45</td><td>490,000</td><td></td><td>0.25</td><td></td></tr>
<tr><td>Industrial Use</td><td>25</td><td>272,250</td><td>20</td><td>0.25</td><td></td></tr>
<tr><td colspan="6">Development Timetable</td></tr>
<tr><td colspan="3">Commence Marketing</td><td colspan="2">Marketing Period</td><td>Build-out /Disposal Target date</td></tr>
<tr><td colspan="3">As soon as possible</td><td colspan="2">1997-2004</td><td>2004</td></tr>
<tr><td colspan="6">Financial data</td></tr>
<tr><td>Demolition Costs</td><td colspan="2">Annual Maintenance Costs</td><td>Annual Holding costs</td><td>Annual Rental Revenue</td><td>Land value at build out</td></tr>
<tr><td>$1.65 million</td><td colspan="2"></td><td>$334,000</td><td>$842,000</td><td></td></tr>
<tr><td colspan="6">Maximum Jobs and population generated by the activities in this parcel</td></tr>
<tr><td colspan="3">Jobs</td><td colspan="3">Population</td></tr>
<tr><td colspan="3">190</td><td colspan="3">238</td></tr>
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<table>
<tr><td colspan="2">Parcel Number</td><td>6</td><td colspan="2">Phase Number</td><td>1a</td></tr>
<tr><td colspan="3">Main Uses</td><td colspan="3">Transient accommodation to support education uses</td></tr>
<tr><td colspan="3">Total Acreage of the Parcel</td><td colspan="3">43</td></tr>
<tr><td colspan="3">Buildings to be retained</td><td colspan="3">Buildings to be demolished</td></tr>
<tr><td>Number</td><td colspan="2">Square feet</td><td>Acres</td><td>Number</td><td>Square feet</td></tr>
<tr><td>14</td><td colspan="2">269,417</td><td>19</td><td>7</td><td>53,607</td></tr>
<tr><td colspan="6">Land Available for development</td></tr>
<tr><td></td><td>Acres</td><td>Square feet</td><td>Development reserve (acres)</td><td>FAR or DU/acre</td><td>New DUs</td></tr>
<tr><td>Total</td><td>24</td><td></td><td></td><td></td><td></td></tr>
<tr><td colspan="6">Development Timetable</td></tr>
<tr><td colspan="3">Commence Marketing</td><td colspan="2">Marketing Period</td><td>Build-out /Disposal Target date</td></tr>
<tr><td colspan="3">As soon as possible</td><td colspan="2">1997-2004</td><td>2000</td></tr>
<tr><td colspan="6">Financial data</td></tr>
<tr><td>Demolition Costs</td><td colspan="2">Annual Maintenance Costs</td><td>Annual Holding costs</td><td>Annual Rental Revenue</td><td>Land value at build out</td></tr>
<tr><td>$390,000</td><td colspan="2"></td><td>$700,000</td><td></td><td></td></tr>
<tr><td colspan="6">Maximum Jobs and population generated by the activities in this parcel</td></tr>
<tr><td colspan="3">Jobs</td><td colspan="3">Population</td></tr>
<tr><td colspan="3">337</td><td colspan="3">421</td></tr>
</table>

Parcel Number	1		Phase Number		2
Main Uses			Retirement housing		
Total Acreage of the Parcel			69		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
0	0		0	59	279,727
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	69			5.0	345
Housing	34	254,522	35	5.0	170
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-2011		2011
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
$2.1 million			0		
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
20			82		

Parcel Number	2		Phase Number		2
Main Uses			Retail		
Total Acreage of the Parcel			22		
Buildings to be retained			Buildings to be demolished		
Number	Square feet		Acres	Number	Square feet
0	0		0	0	0
Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	22	240,000			
Retail	14	152,460	8	0.25	
Development Timetable					
Commence Marketing			Marketing Period		Build-out /Disposal Target date
2000			2000-2011		2011
Financial data					
Demolition Costs	Annual Maintenance Costs		Annual Holding costs	Annual Rental Revenue	Land value at build out
0			0		
Maximum Jobs and population generated by the activities in this parcel					
Jobs			Population		
254			318		

Parcel Number	3	Phase Number	2	
Main Uses		Elementary School		
Total Acreage of the Parcel		31		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
2	46,914	31	1	3,238

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	0	0	0		

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
Not applicable	Not applicable	To be determined

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
$25,000		$122,000	$0	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
59	73

Parcel Number	4	Phase Number	2	
Main Uses		Retail (includes WAC Museum building)		
Total Acreage of the Parcel		41		
Buildings to be retained		Buildings to be demolished		
Number	Square feet	Acres	Number	Square feet
1	13,795	4	1	9,549

Land Available for development					
	Acres	Square feet	Development reserve (acres)	FAR or DU/acre	New DUs
Total	47	512,000			
Retail	22	239,580	15	0.25	

Development Timetable		
Commence Marketing	Marketing Period	Build-out /Disposal Target date
2000	2000-2011	2011

Financial data				
Demolition Costs	Annual Maintenance Costs	Annual Holding costs	Annual Rental Revenue	Land value at build out
$70,000		$36,000	$0	

Maximum Jobs and population generated by the activities in this parcel	
Jobs	Population
418	522

5.5.3 PHASE 3

The alternative capital improvements strategy assumes a 5-year time frame for Phase 3, beginning in 2012 and ending in 2016.

Transportation

Roads—Phase 3 parcels are not currently served by a road system commensurate with their proposed use. The strategy of defining road corridors, which are developed at the appropriate time, continues for Phase 3. It is assumed that, if development has proceeded in Phase 2, as planned, the northerly sites will be served from the new access point on Highway 21.

Sidewalks—It is expected that sidewalks in Phase 3 parcels will be the responsibility of each developer.

Bicycling/Walking Paths—The alternative plan proposes no new paths between parcels, though developers may choose to construct paths within those parcels for which they are responsible.

Bridges—Regular inspection and maintenance of existing bridges will be required, however limited the development program may be.

Traffic Control—The strategy of segregating traffic between the essentially residential areas south of Cane Creek and the areas north of Cane Creek occupied by the Army National Guard, the CDP and industrial users, reduces the need for costly traffic control facilities. New, automated traffic control will be minimized in Phase 3.

Utilities

Potable Water Supply—Current facilities are adequate for Phase 3.

Wastewater Management—Current facilities are not adequate to meet the development demands of Phase 3. The new system proposed for Phase 2, however, will provide sufficient capacity.

Stormwater Management—It is accepted that rapid development during Phase 3 may lead to some State and Federal stormwater management requirements. A strategy which addresses particular requirements in the face of specific development proposals will be required, as those proposals become more clear.

Electrical, Gas, Solid Waste, Communications Systems—Private sector providers will be expected to ensure, at their cost, that their systems meet the development needs of Phase 2.

Special Utilities—See Phase 1 proposals, above.

Buildings and Miscellaneous

Street Lighting—The existing street lighting, where adequate, will remain. The developers of parcels will be expected to review the current provision and upgrade where necessary.

Landscaping—Standards of landscaping, that take into account the need to market Fort McClellan while minimizing costs, will be established and enhanced as development takes place.

Signage—The marketing and development of Fort McClellan will require effective signage which, in turn, will require a strategy, as outlined in the capital improvements recommendations, above.

Natural Resource Management—The recommendations of capital improvements strategy, above, hold good for the alternative strategy.

Property Management—The GIS approach proposed in the capital improvements strategy, above, is retained in the alternative strategy.

6.0 INFRASTRUCTURE PRIVATIZATION PLAN

Fort McClellan has a large existing infrastructure base. The infrastructure includes the transportation, utilities, buildings, and other facilities.

6.1 PRIVATIZATION OPPORTUNITIES

All parts of the infrastructure at Fort McClellan offer the potential for privatization. However, the most obvious (and perhaps easiest) opportunities are the utilities. The utilities include:

- Potable water supply distribution system
- Wastewater management system (collection, conveyance, and treatment systems)
- Stormwater management
- Solid waste management
- Electrical energy distribution system
- Gas energy distribution system
- Communications system

The systems can (1) be privatized individually, (2) in groups, or)3) entirely as a single group. Each of the three approaches has its advantages and disadvantages.

The transportation system includes the road network, railroad, bike/walk paths, sidewalks, bridges, parking lots, and traffic control. Although there is a potential for privatizing the transportation system, the opportunity to raise revenue for offsetting expenses is usually limited to a public function.

6.2 ALTERNATIVE PRIVATIZATION ROLES FOR THE FMRRA

An organization's role in the privatization process can be measured by considering the level of management control, the business risk, revenue potential, and management costs. The legal authority must also be considered. The FMRRA has at least five alternative roles in privatizing Fort McClellan's utilities.

FMRRAA Observes Army COE Utilities Sale—The FMRRA could have an observer and advisor role in the sales of the Fort McClellan utilities to third party public or private utilities. The FMRRA would have no level of control and assume no risk. Nor would it receive revenue from any sale or lease. No management costs would be incurred. The Army would be under no obligation to consider the FMRRA's Reuse Plan in selling the utilities. The FMRRA's lack of control in this situation could have major implications for the future development of Fort McClellan. It is possible that the new utility providers would be unable or unwilling to provide for the needs of the future development strategy. Utility upgrades, vital to the success of the Base reuse, may prove problematic to negotiate. It is recommended that the Reuse Authority does all that it can to avoid being marginalized in the utility disposal process.

FMRRA Participates in Army COE Utilities Lease—The Army is currently considering a plan to issue interim leases for the electrical distribution system, gas distribution system, potable water system, wastewater management system, and telecommunications system. No decision has been made about the lease term—short or long. The time periods of the utilities leases will affect the level of interest from potential leaseholders in the FMRRA's Reuse Plan. The Army intends to actively involve the FMRRA in the leasing process although neither the leasing process nor the FMRRA's role in the process has been identified. The FMRRA's level of involvement is expected to be advisory with no direct risk. The FMRRA would not expect to receive any revenue from the leases and would not incur any management costs. The Army would be under no obligation to consider the FMRRA's Reuse Plan in leasing the Fort McClellan utilities.

This alternative appears to provide the Reuse Authority with little more than a courtesy role. Though better than having no involvement at all, the FMRRA would have no more control or real influence on the future of utilities at Fort McClellan than in the first case, outlined above. It is recommended that the Reuse Authority does all that it can to avoid being marginalized in the utility disposal process.

FMRRA Sells/Leases Utilities—In this role, it is assumed that the FMRRA has title to the utility infrastructure, transferred to it by the Department of Defense. The FMRRA would sell or lease the utilities at Fort McClellan to public or private utilities. The FMRRA would have some level of control. It would be in a position to write and publish a Request for Proposals (RFP), ensuring that as wide a range of potential utility providers as possible were able to respond. The FMRRA would include in the RFP a full and detailed set of objectives, based on its Reuse Plan. The overriding purpose of the RFP would be to ensure that the development strategy for Fort McClellan is supported by the appropriate level of infrastructure at <u>no cost or risk</u> to the community. This process recognizes that Fort McClellan offers potential utility providers substantial benefits for which they should be expected to bid. The disadvantage of this role for the FMRRA is that it does not generate income to support the cash flow, that it will 'lock in' utility providers at a time when the market for utilities is becoming more and more competitive, and that the RFP process could absorb substantial management time.

FMRRA Becomes a Utilities Operator—Like many communities throughout the United States, the FMRRA could actively operate the utilities at Fort McClellan, probably through a subsidiary which might be called McClellan Utilities.

The FMRRA, through its subsidiary, would have a high level of control but would also assume a high risk. McClellan Utilities would purchase utilities on a competitive contract basis, from any number of potential suppliers, setting the price for resale to its customers, the new occupants of Fort McClellan. McClellan Utilities would control cost and quality, enabling, in theory, the Base to be competitive with communities throughout the United States. The management costs and risks would be high relative to the other alternatives but the realization of potential revenues would be in the hands of the Authority, acting through its utility subsidiary (the Authority might choose, of course, to increase customer benefits by reducing prices, thus improving the regional competitiveness of Fort McClellan as a location). Responsibility for the maintenance of the utility infrastructure would fall on the shoulders of McClellan Utilities, bringing with it costs.

FMRRA Contracts Out Utility Provision —The FMRRA could seek to 'contract out' the utility management role, thus reducing risk, while generating some revenue by exploiting changes in the market for utilities. This role recognizes that it is unlikely to be in the FMRRA's interest to lock itself in to utility providers for the long to medium term. The FMRRA would appoint a third party service provider to purchase utilities on the open market at competitive prices, while ensuring that provision to the occupiers of Fort McClellan is efficient. The third party would therefore take responsibility for billing and network maintenance, adding a management fee to the cost of each utility. This reduces the costs and risks involved in setting up a utility provider subsidiary, but would also reduce the potential for revenue and certain amount of quality control.

Each of the alternatives outlined above have benefits and disadvantages. They vary in their potential to generate costs and revenues, as well as the level of control they provide the FMRRA.

6.3 Conclusions and Recommendations

The existing infrastructure at Fort McClellan has been designed and constructed incrementally to meet the changing needs of the Army over many years. It is essential that the FMRRA is fully engaged in all discussions concerning the future role of infrastructure at Fort McClellan for several reasons. First, the current infrastructure provision will not meet the needs of the proposed development plan for Fort McClellan. Second, the local community does not have the financial resources to replace existing infrastructure; it must seek the assistance of the private sector by highlighting the revenue opportunities inherent in the Reuse Plan. Third, the market for utilities, in particular, is becoming more and more dynamic. For instance, the days when major utility purchasers (and even medium-size ones) bought their power from a single source, are fast disappearing. Fort McClellan has the potential to consume significant quantities of power, water, telecommunications, fuel, waste disposal, and stormwater control facilities. To dispose of each of these utilities without due consideration of the costs and benefits of alternative ownership and disposal strategies would be to the long-term detriment of the community.

It is recommended that the FMRRA devises a detailed utility lease and/or disposal plan. It is recommended that the plan considers the widest range of infrastructure privatization as possible, while fulfilling the community's key objectives. The options outlined above all place the FMRRA in a pivotal position. It is recommended that these options are used as a starting point for the plan.

It is recommended that the FMRRA informs the Army of its intention to complete the detailed plan, so that no precipitous decisions are made concerning the disposal of utilities.

It is recommended that, at the very minimum, the FMRRA is closely involved in all discussions concerning the future of infrastructure and utilities at Fort McClellan.

The future operation of the centralized steam heating and water cooling facilities that serve several key buildings and areas at Fort McClellan appear problematic. It is recommended that a detailed analysis of the costs and benefits associated with the retention of these facilities is implemented as soon as possible. This analysis should take into account the physical constraints on the system, likely future loads, maintenance, and operating costs and the retrofit of alternative sources of heating and cooling.

7.0 FINANCING PLAN

Fort McClellan may represent the largest and most complex real estate development project in Alabama. As the owner of the property the Federal Government has an interest in its successful operation and maintenance because it will retain some missions after the October 1, 1999 closure; the President has directed that military base reuses emphasize economic development opportunities; and the Departments of Defense, Commerce, and Transportation are expected to provide funding after closure in support of these opportunities.

Crucial to the financing of this Reuse Plan is a resolution of the issue, among the local communities, of governance. The extent of county, state and municipal government involvement in this plan has yet to be resolved. This will have a direct bearing on the finance of this Reuse Plan.

7.1 PRIVATE INVESTMENTS

Once prospective private investors are found, they will negotiate terms with the FMRRA. Among those terms will be:

- Sale and/or lease arrangements
- Site and/or building improvements
- Maintenance and services agreements

These terms will probably differ for each company.

7.2 PUBLIC INCENTIVES

For over 60 years, beginning in neighboring Mississippi, public incentives have been available to attract and retain industries which allegedly will help achieve state or local economic development objectives.

Since the country was in its infancy, public provision of infrastructure and the widespread distribution of public facilities and employment have stimulated economic development. The "third wave" view of local economic development holds that there have been three progressive stages of public sector programs established to help local businesses in recent years. The first, prevalent in the early 1980's, focused on providing infrastructure and financial incentives for businesses located in the central city. Industrial parks were developed, and tax benefit and loan programs created in many cities. The second wave augmented these efforts by introducing specialized, targeted programs, such as venture capital funds and incubators for start-up businesses. The third wave of local economic development incentives stresses the improvement of basic amenities and services and turns its primary focus to "brokering" services and information, and building alliances among businesses, non-profit organizations serving businesses, and governments.

Beginning October 1, 1997, the FMDC will replace the FMRRA and is authorized to receive public funding. Other incentives are authorized by the State Legislature and administered by Calhoun County or by the Economic Development Partnership of Alabama. In addition, Federal funding may be available, upon application, for site-related infrastructure improvements.

7.2.1 ALABAMA SOURCES

State responses to defense downsizing have varied from very proactive initiatives, to responses to Federal actions and some of their ramifications, to very little concern because of few impacts or resources available to resolve issues. The State of Alabama has assigned a staff member of the Department of Economic and Community Affairs as liaison to the FMRRA. Approximately $140,000 of state funding has also been used for consultants who prepared maps and promotional information. Through a legislative appropriation, the state provides $150,000 annually to the FMRRA. The Governor has already contributed $75,000 of discretionary funding. No additional state money is expected to be made available unless it is appropriated by the State Legislature and approved by the Governor. Existing state programs available for eligible projects are discussed below.

Manufacturing companies making a capital investment of at least $2 million, creating at least 20 new jobs, and paying an average of at least $8 per hour have utilized a corporate income tax credit. This credit is available for up to 20 years. The same manufacturing companies may receive a one-time state sales and use tax abatement on sales to it before the project is placed into service. This abatement excludes the portion of the tax allocated to education.

Infrastructure grants are available from the State Government. Manufacturers may receive site preparation grants if they are locating on publicly held property. Industrial access road grants are also available for public rights-of-ways if they will result in new jobs and capital investment.

The state must recognize that the traditional forms of industrial development support will be of limited assistance in supporting the conversion of Fort McClellan, particularly during the early phases. More must be done to assist training development and retirement development upfront. The state must take an active role in financing the development, particularly the critical transportation needs of Fort McClellan.

Some other states affected by military base closures and/or realignments have taken more proactive roles in economic recovery from them than has Alabama. For example, the California Defense Conversion Council is responsible for the following functions:

1. Provide advice to governor and/or legislature through informal means, upon request
2. Propose and analyze state legislation affecting base reuse
3. Handle correspondence on base reuse on behalf of the governor or the state in general
4. Respond to general inquiries from the public
5. Proactively promote/market base property to businesses
6. Administer grant programs for base reuse
7. Administer loan programs for base reuse
8. Disseminate public information on a regular, formal basis, as through a newsletter
9. Sponsor workshops and conferences
10. Facilitate defense industry conversion to non-defense production and commercialization of new technologies through regional technology alliances and state matching grants program

In South Carolina these functions are more broadly dispersed among agencies in the following manner:

Shared responsibilities:

1. Provide advice to governor and/or legislature through informal means, upon request
2. Propose and analyze state legislation affecting base reuse
3. Handle correspondence on base reuse on behalf of the governor or the State in general
4. Respond to general inquiries from the public
5. Administer loan programs for base reuse
6. Negotiate leases for base property
7. Sponsor workshops and conferences

Budget & Control Board Responsibilities:

1. Coordinate with community committees on preventing closure

Department of Commerce Responsibilities:

1. Proactively promote/market base property to businesses

2. Administer grant programs for base reuse

As roles of FMRRA are expanded and clarified, and as other Alabama military base issues are identified, the State's roles and funding responsibilities can be prescribed. State assistance to share front-end costs is often critical to local redevelopment agencies implementing their plans and programs.

7.2.2 CALHOUN COUNTY

Fort McClellan is located in unincorporated Calhoun County and therefore subject to its land development standards, taxes and fees, and provision of public services. The County is authorized by the State Government to set these standards, raise and collect taxes and fees, and provide these services. The County has been authorized to abate the non-education portion of real and personal property and of sales and use taxes of manufacturers. Their eligibility test is a capital investment of at least $2 million or, in the case of a manufacturer's expansion, 30 percent of the original investment. Companies may utilize the property taxes abatement for up to 10 years and the sales and use tax abatements one time before improvements are put in-place.

The County established a 562-acre foreign-trade zone adjacent to the Anniston Metropolitan Airport in 1996. Goods may be imported into the zone duty free from another country for storage, processing, or manufacturing. Tariffs are levied only when goods leave the zone. Although the costs of duties may be reduced, security and management of a foreign-trade zone can increase the cost of doing business within the zone. A foreign-trade zone can attract firms depending on raw materials from other countries or shipping products to them. In a 1994 Jacksonville State University study, one-half of the businesses surveyed in Calhoun County indicated they sold products outside the United States. Eight of Calhoun County's businesses are owned by firms located in foreign countries. In that same year, Alabama firms exported $4.2 billion of products of which $62 million came from Calhoun, Clay, Cleburne, and Randolph Counties. <u>It is recommended that Calhoun County's foreign-trade zone be extended to include Fort McClellan</u>.

In 1997, the 40,000-square-foot Northeast Alabama Entrepreneurial Center will open at the Greenbrier Industrial Park. It will provide low cost building space, joint use of office equipment and facilities, and centralized building management. Business incubators, as the term suggests, are intended to help small start-up businesses get a toehold in their respective markets before moving on to their own space as they grow. Funding for the Center was not only provided by Calhoun County but also by the Federal Government, the State Government, four economic development organizations, and four cities.

The imminent availability of the business incubator eliminates the need to consider developing a second one at Fort McClellan until after 2010.

7.2.3 OTHER TAX AND FINANCIAL INCENTIVES

Tax exemptions and ceilings, loan programs, bonded debt, and grants for equipment are incentives made available by some local governments or industrial development agencies. Real and/or personal property may be exempted temporarily or in perpetuity. This local tax bill reduction is then added to the bottom line of benefiting businesses in such places as Wichita, Philadelphia, and Dallas which provide this incentive. In Michigan these taxes may be partially forgiven for up to 12 years on commercial and industrial property. To qualify for this incentive local elected officials must approve each application to reduce taxes which are paid by non-participating or unqualified property located in the jurisdiction. The programs have the effect of capping or putting a ceiling on property taxes in hopes such action will help sway the business' location analysts' decision.

Loan programs have been especially prevalent incentives made available to firms which qualify as small businesses. Commonly such firms are not only under capitalized but also do not have adequate lines of credit to support lean times newly formed businesses often experience. Hamilton County, Ohio, has such a program which, when linked to subsidized business incubator services, can be effective in encouraging new firms. Industrial revenue bonds have been used for many years, in Alabama and elsewhere, to subsidize the interest rate of business loans and grants.

Montgomery County, Ohio, has a unique business, infrastructure, and economic development research grant program. The County generates program funding from its sales tax. Participating growing jurisdictions contribute to this pot of money which is allocated annually to local economic development projects meeting program guidelines and criteria. Every 3 years the contributing growing cities, villages, and townships "settle-up" their accounts so their contributions net out to $0. Significant private economic development projects have been implemented as a result of this program.

The increasingly sophisticated equipment needs of most businesses discussed in section 12 often come with high price tags. Because the equipment is needed upon startup of the business it becomes one of the front-end expenses which cannot be avoided. As a result of the importance and cost of equipment it should be an eligible expense of loan and grant programs. A Minnesota court case determined that outstanding equipment loans from an economic development agency prevent relocation of the equipment outside of that agency's jurisdiction. Therefore, grant and loan programs may not only help attract industries but also retain them.

In addition to foreign-trade zones, other special purposes economic development districts have been created around the country to focus financial resources on selected geographic areas. Through the Departments of Housing and Urban Development and Agriculture, a small number of urban and rural empowerment zones were established in 1995 and 1996. Calhoun County was not among those eligible to participate in this program. Some states have enterprise programs under which selected fees or taxes are forgiven or reduced if the business qualifies. Evaluations of these programs indicate varying success at attracting and retaining jobs.. Tax breaks are already available to qualified Alabama firms, even without an enterprise zone program, as described earlier in this chapter

Tax increment finance districts (TIF), while permitted in Alabama communities, have not been established in Calhoun County. Under this type of program, the property tax base of a geographic area is quantified for a specific date. Property tax increases in that geographic area after that date are allocated to the area for planned capital projects. The plan must be adopted by the TIF policy board. Business improvement districts (BIDs) designate a geographic area within which supplemental property taxes are paid. This additional tax yield is spent on improved services within the designated area which are prescribed by the property owners. TIF and BID programs would increase the funding available to pay for recommended improvements at the Fort. Therefore, the FMRRA should establish each special purpose taxing districts to generate revenue to pay for capital, operating, and maintenance expenses it will incur.

7.3 FEDERAL PROGRAMS

Although the number and relative generosity of Federal economic development programs has declined during the past 15 years, opportunities remain to provide Federal infusions of funding to closing and realigning military bases. The Departments of Commerce and Labor provide assistance for eligible projects. The Department of Defense can continue to provide planning fundings and Fort care and custody funding for a limited period of time. The Department of Housing and Urban Development provides homeless assistance and Community Development Block Grant funding which annually competes with projects throughout the County.

7.3.1 DEPARTMENT OF COMMERCE

Public Works and Development Facilities Assistance:

Eligibility: Public and non-profit agencies, representatives of redevelopment areas.

Programs: Infrastructure access roads, sewer and water, and infrastructure for industrial use.

Contact: James Campagna, Economic Development Administration, 404-730-3032.

Planning Assistance for Economic Development Districts, Redevelopment Areas:

Eligibility: City Governments

Programs: Implementation of Economic Development Program Activities

Contact: James Campagna, Economic Development Administration, 404-730-3032.

Small Business Loans—7(a) and 504 loans

Eligibility: Small businesses meeting Small Business Administration (SBA) criteria

Programs: 90 percent loan-to value for expansion/conversion of facilities purchase of equipment and material, and working capital

Contact: B.C. Moore or Johnny Brothers, Small Business Center, Jacksonville State University, 205-782-5271

Economic Adjustment Assistance (Title IX)

Eligibility: Areas with sudden and severe economic dislocation or redevelopment areas

Programs: Assistance for implementation strategies to reverse decline, labor force training and retraining, capital revolving loan funds, industrial development infrastructure.

Contact: James Campagna, Economic Development Administration

7.3.2 DEPARTMENT OF LABOR

Economic Dislocation and Worker's Adjustment Assistance—Title III Job Training Partnership

Eligibility: Local public agencies and regional development councils

Programs: Retraining, remedial education, entrepreneurial training

Contact: Edwin I. Gardner, Alabama Department of Economic and Community Affairs, 334-242-5591

The Department of Labor also has available a discretionary fund which provides moneys for special projects and demonstration programs.

It is recommended that the FMRRA contact representatives of each of these programs to match costs which need to be covered with these Federal programs and with detailed funding application requirements.

7.4 Summary of Potential Funding Sources

	United States Government						State of Alabama				Local Jurisdictions		Private Sector		
	Dept of Defense	DoT	Dept of Commerce	EPA	Dept of the Interior	Dept of Agriculture	DoT	ADEM	ADO	Bond Issues	Revenue Bond Issues	Other	Real Estate Developers	Commercial Suppliers	Special Purpose Authorities
TRANSPORTATION															
Roads	O	O					O			O		O			
Parking Lots									O		O		O	O	
Railroad		O							O					O	
Sidewalks		O					O		O				O		
Bicycle/Walking Paths		O					O		O			O	O		
Bridges	O	O					O								
Traffic Control	O	O					O		O				O		
UTILITIES															
Potable Water Supply	O			O				O				O	O	O	O
Wastewater Management	O			O				O				O	O	O	O
Stormwater Management	O			O		O		O				O	O		O
Electrical Distribution System	O													O	
Gas Distribution System														O	
Communications System														O	
Solid Waste Management System				O				O				O		O	
Special Utilities	O													O	O
BUILDINGS															
Planning	O								O						
MISCELLANEOUS															
Street Lighting	O	O					O					O	O		
Landscaping	O											O	O		
Signage	O	O					O								
Natural Resources Management	O				O	O									
Property Management	O														

8.0 Target Marketing Strategy

Fort McClellan offers unique marketing opportunities, as well as several fundamental marketing constraints. Most experts agree that delay, following closure announcement, is the greatest threat to a successful Base reuse. A number of factors ensure a marketplace stigma for the reuse of the property. The uncertain program for removal of Army activities to Fort Leonard Wood, Missouri, represents a serious impediment that will almost certainly lead to delay. Second, Fort McClellan comprises approximately 10,000 acres of UXO with no clear, costed strategy for its removal. Third, chemical weapon incineration at Anniston Army Depot places a major stigma on the Base that will only be removed by a carefully designed communications strategy. Finally, the sheer size of Fort McClellan, and its narrow educational mission, differentiates it from those reused bases which have been close to large urban areas and which have offered a wide range of adaptable and readily exploitable technical, industrial, and real estate assets.

Each of these constraints must be overcome by the community if it is to carry out a successful reuse of Fort McClellan. The Reuse Authority must ensure its communications and marketing strategy focuses on clear and attainable targets, given the limitations outlined above.

The Reuse Authority, since its establishment, has been actively marketing Fort McClellan, with its most visible effort being the ongoing strategy to establish the CDP. This highly focused strategy is now attracting significant financial support. The 24-month pre-closure countdown is about to begin; therefore, it is highly appropriate that the Reuse Authority will soon be relocating from the center of Anniston to property close to Buckner Circle.

This Implementation Plan is underpinned by the following marketing principles:

- The heart of Fort McClellan, for the majority of visitors, is the historic district surrounding Buckner Circle. This area is planned to be the new town center for the Fort. An effective marketing strategy will exploit the sense of place (and, to a lesser extent, sense of history) that is Buckner Circle. The Reuse authority, therefore, should take every opportunity to strengthen and exploit the ambiance of Buckner Circle and its historic surroundings. This area appears in the First Phase of acquisition because of its importance to the overall marketing strategy.
- The approach route to Buckner Circle, through Summerall Gate and along Summerall Gate Road, must support and strengthen the impact of the historic district. This means that landscaping, signposting, and the

establishment of a remediated buffer zone are important elements of Phase 1 implementation.

- The marketing strategy for Fort McClellan must have clear target markets, and well-defined products to meet target market needs. Phasing and implementation must provide a well-defined product with a clear market focus.

- The CDP provides the opportunity for spin-off uses to be targeted and attracted to Fort McClellan. The Implementation Plan must accommodate the spin-off uses.

- Certain activities at the CDP may be incompatible with some of the uses that are proposed in the Preferred Land Use Plan. The size of Fort McClellan, however, is such that, in reality, accommodating what appear to be incompatible uses may not prove problematic. In marketing Fort McClellan, it will be essential to communicate to potential investors clear, controlled messages of the opportunities particularly relevant to them. This compartmentalization, achieved by controlled and clear communication of the product, is enhanced by the Phasing and Parcelization processes. In practical terms, marketing tours and supporting information should be focused on precise needs.

The Fort McClellan marketing strategy postures the Reuse Authority to highlight the property's strengths while mitigating its weaknesses. It is a strategy committed to matching the operational phasing of the property and, therefore, corresponds to the timing of each respective phase. The phasing plan provides for the focused application of marketing resources in a timely fashion: identifying strategies, by phase, to develop target markets, marketing themes, and strategies and materials.

The preferred development plan calls for phasing reinvestment in Fort McClellan in response to:

- Allocation of sites and buildings for public uses

- Private market demand

- Efficient operation and maintenance of the nine infrastructure components

- Remediation of environmental contamination

- Release of real and personal property from the U.S. Army

- New capital projects which improve the site

These factors have an important bearing on the supply of property, the timing of its reuse, the financial obligations of the FMRRA, and the compatibility of various public and private uses.

The recommended marketing strategy also takes into account Calhoun County's development permission responsibilities and debt capacity, target industries to devote limited promotional resources, and existing promotional activities. The strategy assumes the state legislation passed in May 1997 will prevail in support of the FMRRA's operating policies and management practices.

Three major areas of economic activity, or market segments, will create jobs at Fort McClellan:

- The retirement market
- Training and education
- Warehousing, manufacturing and office-based activities

These three economic drivers will generate the majority of new jobs at Fort McClellan either directly or as a result of spin-off activities.

8.1 RETIREMENT

The retirement market will create 2,000 to 2,500 jobs in Calhoun County.

8.1.1 THE RETIREMENT INDUSTRY: AN OVERVIEW

The rapid growth in the retirement 'industry,' in all of its guises, has been a result of several factors, but is mainly due to a significant demographic bulge in the population of the United States; a steady growth in post-World War income and wealth; and medical advances which have increased longevity for all.

Throughout the United States, communities have responded to this rapid and sustained growth by initiating projects to attract relatively wealthy footloose retirees. Alabama now has a statewide program clear in its objective; to attract migrating retirees as a form of economic development to supplement the tourism, commercial, and manufacturing sectors. This objective is manifest in the Robert Trent Jones Golf Trail, an ambitious program lauded for its far-sightedness and high quality.

The strength of the retirement industry is founded on the underlying stability of retirement incomes which are generally invulnerable to normal down cycles in the national economy. Much of the income of retirees derives from government transfers and pension benefits and, as such, is relatively stable. In addition, a quarter of the income of the elderly is derived from property. Most of this property income is in the form of relatively secure flows of interest on capital, with the largest source being banks, savings and loan associations, and credit unions insured by Federal agencies.

Retiree income is used mainly for discretionary spending in the local economy and, in turn, generates economic development and job creation in the host community. Migrant retirees, in particular, have become economic generators driving growth in the real estate, financial, recreation, health insurance, and retail industries. Retirees increase the local tax base because as a group, they pay more in taxes than they cost in government services. Retirees, as a community, do not require large investments in the infrastructure or tax abatements by governments. They do not place added strain on schools, welfare systems, criminal justice systems, or health care systems. The balances in their savings accounts are also larger than households in general, and their houses are worth 20 percent more than the average U.S. home.

8.1.2 ECONOMIC IMPACT OF RETIREES

Counties with larger numbers of retirees relocating to them are typically non-metropolitan; have smaller populations and lower population density; and have easy access to one or more metropolitan centers. Other common characteristics are: lower living costs; low urbanization; quality housing at reasonable costs; good healthcare services; outdoor recreational attractions; transportation services; and quality cultural attractions. Calhoun County and Fort McClellan have all of these assets and therefore the potential to compete with other successful areas as an attractive retiree destinations.

Sun City (pop. 46,000) in Phoenix, Arizona, was one of the first examples of a planned retirement community. It was founded in the 1960s as part of a trend to develop large planned communities for the purpose of attracting and housing retirees. Sun City drew retirees from all over the nation to enjoy the active lifestyle provided by the recreation and readily available services. Data from Del Webb Corporation (the developer and manager) indicated the following economic impact of this development on the Phoenix area.

- $300 million annual resident spending
- $1 billion in collective annual income
- $8 billion in combined net worth
- 11,000 jobs created in Phoenix area
- $32 million paid annually in state and county taxes

This development's economic impact illustrates how retirees can contribute to the economic vitality of an area. A planned retirement community at Fort McClellan has the potential to generate similar beneficial economic impacts in Calhoun County and the surrounding area.

In 1992, Mark Fagan surveyed a large sample of Alabama's in-migrant retirees. The survey provided the following key findings:

- 85% purchased a home and 81% were single-family homes home values
- 19% = $90,000-$120,000
- 16% = $120,001-$150,000
- 10% = $150,001 or more household incomes;
- 21% = $30,000-$40,000
- 8% = $40,001-$50,000
- 24% = $50,001 or more net worth;
- 16% = $200,000-$300,000
- 13% = $300,001-$400,000
- 17% = $400,001 or more annual spending;
- 20% from $15,000-$20,000
- 47% = $20,001 or more

These numbers illustrate the economic power that older migrants yield, and it becomes clear that retirees contribute significantly to the economic vitality of a state and area.

Retirees age 60 and over who moved between 1985 and 1990 transferred $8.3 billion in annual household income to Florida from other states. After subtracting the income transferred by retirees who left the state, Florida received a net income transfer of $6.5 billion. The states gaining the highest net income transfers after Florida were: (2) Arizona, $1.2 billion: (3) North Carolina, $742 million: (4) Nevada, $516 million: (5) South Carolina, $413 million; (6) Oregon, $325 million: (7) Georgia, $292 million: (8) Washington, $290 million: (9) Arkansas, $214 million; (10) Texas, $151 million; (11) Tennessee, $138 million; and (12) Alabama, $100 million. These figures do not include the assets transferred with these retirees. These figures also do not include the income of the sizable number of retirees less than 60 years old.

Since interstate migrant retirees tend to be higher bracket income earners, it is expected that the demographic bulge in wealthier baby boomers will lead to an increase in interstate migration rates among retirees.

8.1.3 DEMOGRAPHIC ASPECTS OF THE RETIREE MARKET

8.1.3.1 Pre-retirees - Age 50 to 64 (Involvers)

They have 10 percent higher incomes than the national average; 125 percent more from estates, trusts, dividends, and real estate rentals. They focus their time on dining, travel, and art. They are involved with their community. Their assets are liquid except for their homes. Accumulating assets for retirement is the main concern for them. They are sensitive to interest rates and prefer safe investments with an emphasis on security.

8.1.3.2 Retirees - Age 65 to 74 (go-gos)

This segment has time and money to pursue the things they had to defer while working and raising their family. Many travel frequently but some miss the hectic work schedule and are unfulfilled with retirement life. They enjoy learning experiences, and they look for things in which to get involved.

8.1.3.3 Retirees - Age 75 to 84 (slow-gos)

These individuals are beginning to slow down in their lifestyles and are showing signs of dependence. They need help with transportation and housing maintenance. Their health condition may also be worsening. Many remain active, but more have changing housing needs. They start searching for more assisted living and maintenance-free smaller housing. They feel vulnerable and become very safety conscious. These people usually migrate only as dependency migrants to be near relatives.

8.1.3.4 Retirees - Age 85 and over (no-gos)

This is the fastest growing older segment. They are becoming more dependent and require a lot of assistance. Their health is deteriorating and they require alternative housing and continuing care facilities. They give money to charities. Their families are more often involved in major financial decisions. They are interested in seeing their adult children or grandchildren fulfill family responsibilities. These people tend to become dependency migrants to be near relatives or they have aged in place and have never migrated.

US age group segments	1996	2000	2005	2020
		(Numbers in thousands)		
50-64 age group: 'involvers'	35,281	41,185	49,123	61,077
as a % of Total 50+ Population	*51.0*	*54.3*	*57.6*	*53.4*
65-74 age group: 'go-gos'	18,685	18,136	18,369	31,385
as a % of Total 50+ Population	*27.0*	*23.9*	*21.5*	*27.5*
75-84 age group: 'slow-gos'	11,440	12,315	12,898	15,375
as a % of Total 50+ Population	*16.5*	*16.2*	*15.1*	*13.5*
85 and over age group: 'no-gos'	3,746	4,260	4,898	6,460
as a % of Total 50+ Population	*5.4*	*5.6*	*5.7*	*5.7*

source: US Bureau of Census

8.1.3.5 Military Retirees

Military retirees compose an elite group within the market of potential retirees. They receive substantial amounts of annual income from the Department of Defense, investments, private pensions, IRAs, social security, and secondary employment. They have sizable assets and a significant amount of discretionary income which they usually spend locally for goods and services. They also provide a vast storehouse of usable education and experience which they use to benefit their communities by entering second careers and establishing new businesses. They also make major contributions by serving on boards of directors of public and private, profit and non-profit organizations.

Military retirees are well traveled, inclined to live in areas with favorable climates, and like lakes, seacoasts, forest preserves, and park land. They come from all parts of the nation, but many of them have forsaken northern roots for permanent residences in the South. They favor states with a low cost of living, pleasant climate, and a variety of recreational opportunities.

Alabama has the tenth highest number of military retirees, following California, Florida, Texas, Virginia, Georgia, Washington, North Carolina, Pennsylvania, and South Carolina. Alabama had 40,383 military retirees in 1991 (according to the U.S. Department of Defense). This consisted of 19,540 from the Army, 13,751 from the Air Force, 5,762 from the Navy, and 1,330 from the Marine Corps. Alabama counties with more than 1,000 military retirees include: Dale, Coffee, Madison, Calhoun, Russell, Montgomery, Elmore, and Baldwin. Alabama is home to Redstone Arsenal, Fort McClellan, Fort Rucker, Maxwell Air Force Base, Gunter Air Force Base, and the Mobile Home Port. Other installations near Alabama are: Ft. Benning, Georgia; Columbus Air Force Base, Meridian Naval Air Station, and Keesler Air Force

Base in Mississippi; and Eglin Air Force Base and the Naval Air Station in Florida.

8.1.4 MIGRATING RETIREES AND RETIREMENT AREAS

Amenity migrants seek a 'fantasy' lifestyle for retirement, an opposite of their daily routine. If they hate winters, they seek warmth. They gather around amenities such as lakes, beaches, mountains, and deserts. They accentuate their lifestyle with golf, leisure boating and fishing, tradition, history, and cultural activities. Amenity migrants tend to be younger retirees, married, well traveled, well educated, homeowners at community of origin and destination, and well-off financially.

Return migrants have earned their retirement pensions and are seeking a move back to their home state to enjoy relatives, nostalgia, and a lower cost-of-living. They too, are looking for safe, friendly, familiar environments. They will return with an enhanced status from having been "successful" before returning home. They do not tend to locate around amenities per se and are more geographically diffuse in their overall relocation patterns. Dependency migrants move because they are becoming disabled, have lost their spouse, or need to be closer to a caregiver.

Amenity and return migrants seek a combination of favorable climate (moderate four-season is popular); good medical care; quality housing at reasonable prices; safe, quiet neighborhoods; lower cost-of-living; quality recreational attractions; interesting cultural attractions; and convenient shopping.

Florida, Arizona, and California have been popular relocation areas due to their perpetually warm climates. However, increasing numbers of the retirees that located to Florida have moved a second time to states with moderate four-season climates, including Arkansas, Tennessee, North Carolina, South Carolina, Georgia, and Alabama. These states have lower living costs, low urbanization, good quality housing, adequate health care, excellent outdoor recreational attractions, and sufficient cultural amenities.

The number of Americans age 60+ that relocated across state lines between 1985 and 1990 was 1,901,000 or 4.5 percent of total age 60 + population (41,858,000) in the United States.

Charles F. Longino, Jr., in his book *Retirement Migration in America*, identified and tracked migration patterns and trends of the 380,000 Americans who moved across state lines to retire every year between 1985 and 1990. Table 8.1 ranks the states in terms of the migrants attracted over the period. The 10 states that sent the most out-migrants during the same time frame were: New York, 222,782; California, 187,240; Florida, 128,561; Illinois, 107,136; New Jersey, 106,556; Pennsylvania, 78,903; Michigan, 74,661;

Ohio, 74,271; Texas, 69,856; and Massachusetts, 56,737. Five of the states - California, Florida, New Jersey, Pennsylvania, and Texas - appear on both lists.

Table 8.1. Migrants Age 60+ for Alabama and Competitors; 1985-1990

STATE	RANK	IN-MIGRANTS
Florida	1	451,709
North Carolina	3	64,530
South Carolina	6	34,251
Georgia	8	44,475
Arkansas	9	29,848
Tennessee	10	36,306
Alabama	12	25,336
Mississippi	14	17,637
Virginia	15	46,554
Kentucky	22	21,770
West Virginia	26	12,919
Louisiana	39	14,004
Maryland	41	32,428
Pennsylvania	43	57,538
Ohio	45	44,459

(source: Longino; *Retirement Migration in America*)

Retirement migration patterns have been fairly consistent over the past 35 years. The same 15 states captured approximately 60 percent of the interstate migrants 60 and older during the last three decades and the proportion of those over age 60 migrating for retirement has also remained steady between 3.9 and 4.6 percent. However, since interstate migrants tend to have higher-than-average incomes, higher rates of migration are expected as baby boomers begin retiring in large numbers.

Table 8.2 identifies states sending the most retirees to Alabama along with their number and percentage of overall 60+ retirees to Alabama.

Table 8.2. Migration Patterns of 60+ Population to Alabama; 1985 to 1990

STATE	NUMBER	PERCENTAGE
Florida	4,729	18.7
Georgia	2,958	11.7
Illinois	1,845	7.3
Texas	1,676	6.6
Tennessee	1,667	6.6
Mississippi	1,348	5.3
California	1,323	5.2
Michigan	1,137	4.5
New York	947	3.7
Louisiana	926	3.5
Ohio	872	3.4

Between 1985 and 1990, Alabama attracted back about half of its expatriate retirees and in so doing ranked as one of the most successful states in the nation. This represented over 10,000 retired residents, drawn back to Alabama by its climate, tax structure, low housing costs, and family ties. As a continued source for retirees, the expatriate population of Alabama is likely to be a strong target market. In 1990, for instance, 35 percent of all those born in Alabama were living in other states. This meant about 1.6 million Alabamians were living outside the state of their birth.

8.1.5 HOUSING FOR RETIREES

8.1.5.1 Single Detached Homes

This option is available for the retiree who is self-sufficient or who requires minimal care or assistance. The home may be in the area in which they have always lived, or it may be in a retirement area specifically chosen because of climate, family, interests, or hobbies. The resources available to help mature adults to remain in their own home includes meals on wheels, home health visits, and live-in companions.

8.1.5.2 Private Apartments

This option leaves the responsibilities of upkeep and maintenance to others while still providing for independent living. Similar programs to those outlined above are available to assist the elderly in maintaining a home in these circumstances.

8.1.5.3 Planned Retirement Communities

Retirement Communities allow seniors to live active, independent lives while offering community facilities specific to their needs. Retirement communities are similar to resort towns and they are usually located in desirable areas of the South or Southwest. They provide shopping, recreation, security, health care, and other services for the changing needs of mature adults. Rental apartments, condominiums, and single-family houses are some of the options available in this type of environment. Retirees who live in these communities are seeking an active lifestyle for their retirement.

8.1.5.4 Condominiums with Services

Condominiums are detached or semidetached town-houses in which individuals hold the title to their living unit but share ownership of the common elements with all the other owners in the walls, grounds, parking areas, swimming pools, and other recreational facilities. Monthly fees are collected to maintain the common property and to cover staff wages, trash collection, gardening services, building repairs, and utilities that are not individually metered.

8.1.5.5 Housing Co-ops

Housing co-operatives are non-profit corporations that own and operate living facilities for the benefit of the occupants. Membership is composed of people who buy shares in the corporation in exchange for the right to occupy a specific living unit. Co-ops by law require members to "cooperate" in the ownership and management of the community.

8.1.5.6 Congregate Housing

Congregate housing typically provides living quarters, a central dining facility, and other social and recreational services. Services are provided to the residents by a staff which usually includes nurses, housekeepers, social workers, personal care helpers, dietitians, and a physician. These facilities may house up to a hundred residents and enable the elderly to maintain or return to a semi-independent life style.

8.1.5.7 Assisted Living

Assisted living allows the mature adult to maintain as much independence as possible by providing the care and assistance they need to continue to function in a non-skilled care facility. Residents are assisted with the activities of daily living for which they have difficulty performing. There are assisted living arrangements provided in many of the alternatives listed above such as the accessory apartments, ECHO, boarding houses, and congregate housing facilities.

8.1.5.8 Nursing Homes/Skilled Care Facilities

If the demands of the retiree are too great for the options above, a nursing or skilled care facility could be the housing alternative of choice. These facilities provide different levels of service depending upon the needs of the individual. Skilled care provides for around-the-clock care by qualified nursing personnel. Intermediate care is for those who because of diminished health, abilities, or disease are unable to live alone. Custodial care is for those who need companionship as well as assistance with eating, dressing, and personal hygiene. Skilled care can be covered by Medicare and private insurance but intermediate and custodial care cannot. Medicaid is available to pay for all three levels of care after qualifications have been met.

8.1.5.9 Continuing Care Retirement Communities (CCRCs) or Life Care

Life Care is a housing and health care development planned, designed, and operated to provide a full range of accommodation and services for older adults; including independent, attended, and assisted living as well as skilled nursing care. Residents move from one level to another as their needs change. Life Care Services can include: maids, meals, on-site nurses and assistants, doctors on call, security, transportation, on-site skilled nursing care, physical activity and recreation areas (saunas and jacuzzis), gardens, shops, a library, movies, billiards, restaurants, and cocktail lounges.

The nursing home industry's identical treatment of everyone creates a one-class social system for all patients. This constitutes a denial of the affluent person's rights to purchase the quality of life that had been his or hers until stricken with illness or infirmity. Without quality Life Care facilities, wealthier patients are unable to purchase better care than a nursing home can offer. Life Care amenities provide a lifestyle of grace and activity for seniors with the ability to pay for it.

Most older residents of communities that lack Life Care services fear that they will be unable to live their last few years gracefully and enjoyably. Communities without Life Care services are losing residents to places where such services are available, despite the individual's preference to live near friends and relatives. The loss of these older residents represents a significant economic loss to the community!

8.1.6 RETIREMENT DEVELOPMENT AT FORT McCLELLAN

The range of facilities is broad enough to support independent and dependent retirees. Younger, more active retirees demand facilities such as the upscale detached houses on Buckner Circle, Cane Creek Golf Course, swimming pools, sporting fields, gymnasiums, theaters, and the bowling alley. There is sufficient undeveloped land at Fort McClellan to enable development a second golf course with surrounding housing. The existing facilities with most potential for serving older, more dependent retirees include: duplex and multi-family housing, the dental clinic, and the hospital.

Importantly, there are several possibilities for providing the entire spectrum of Life Care services at Fort McClellan. These include housing and long-term care alternatives for all ages and abilities of retirees. Single detached homes, private apartments, planned retirement communities, condominiums with services, housing co-ops, congregate housing, assisted living facilities, skilled care facilities, and life care services could all be developed at Fort McClellan to serve retirees.

Based on the strengths and weaknesses of Fort McClellan and its surrounding area, the following list of characteristics of active dependent retirees helps define the "target market" for Fort McClellan. These criteria characterize retirees in the immediate area, within Alabama, around the South, and throughout the nation. The target market includes retirees who:

- Have enough income to enjoy a pleasant retirement
- Are concerned about living costs
- Enjoy warmer climates
- Enjoy outdoor recreation such as fishing, golfing, hunting, and hiking
- Enjoy churches and religious activities
- Enjoy clubs, associations, and civic groups
- Enjoy quieter, safer communities with a small-town atmosphere
- Want to return to the area where they were raised to be near relatives and for nostalgic reasons

The following criteria characterize more dependent retirees. The target market includes retirees who:

- Want fewer maintenance responsibilities for their housing structure
- Want to live in close proximity of others

- Want more security in their housing
- Want easy access to necessary health care services
- Need assistance with certain activities of daily living
- Need long-term skilled care

8.1.7 SEGMENTING AND PROJECTING THE DEMAND FOR RETIREMENT FACILITIES AT FORT McCLELLAN

The methodology for segmenting and projecting the size of market for retirement facilities at Fort McClellan takes as its starting point the work of C.F. Longino Jr. He quantified the U.S. migrating 60+ population for the years 1985 to 1990.

Longino calculated that 1,901,000 people within the 60+ age group migrated across state borders between 1985 and 1990. This equals approximately 380,000 per annum during those years. This also equates to 4.5 percent of the 1990 60+ population of 41,858,000. Alabama's share of the 1.9 million migrating retirees was 25,366 *or* 1.33 percent *or* about 5,600 per annum. Calhoun County's share of the 25,366 migrating to Alabama was 608 *or* 2.4 percent of Alabama's share *or* 120 per annum.

By 2020, the 60+ population of the United States will be 73,769,000 (or 76 percent greater than it was in 1990—30 years earlier). It is assumed that migration patterns have remained the same over that period—and that Alabama and Calhoun County have done nothing special to increase their respective shares of the migratory market. This, of course, is a deliberately conservative assumption, given all that is known about the spending power of the baby boomer demographic group and given the escalating ambition of Alabama to attract increasing numbers of migrating retirees.

A 4.5 percent migratory component of the 2020 population will equal 3,319,000 migrating in the 5-year period, *or* 663,800 per annum. Alabama's share, at 1.33 percent, will be 44,150 people, *or* 8,830 per annum. Calhoun County's share of those retirees migrating to Alabama, at 2.4 percent, will be 1060, *or* a peak in 2020 of 212 retirees.

Taking into account the increasing 60+ population between 1990 and 2020, a crude linear calculation would suggest that, on average, 170 migrating 60+ers would be drawn to Calhoun County per year for 30 years—*or* 3,400 between 2000 and 2020.

If the average household size of the 60+ age group equals 1.6 people, then about 2125 homes would be required to address the demand for retirement property in the County. With minimum marketing, few additional facilities and no segmentation of the market, Fort McClellan might attract, for example, 20 percent of those households, or about 20 households a year.

A focused approach to the market has been proposed. Three segments have been identified:

55-70 age group. Facilities would be provided to attract migrant retirees within this age group from all over the United States. The strongest demand, however, is likely to be among migrating retirees from the east coast states. The optimum range of facilities would include a golf course and adjacent housing, access to clubhouse facilities, a swimming and fitness center, bowling, hiking trails, and a softball park. The total potential market includes Alabama, Georgia, North and South Carolina, Tennessee, and Florida. In 2000 the 55-70 age group within this six state area will comprise approximately 5.2 million people. By 2020 this will have risen to 10.3 million people. A planned retirement community at Fort McClellan should be able to achieve a 5 percent penetration of Alabama's share of migrating 55-70 year olds. This is equivalent to an annual absorption rate of 60 units. Given these assumptions, a development of 360 homes would be absorbed in 6 years. (If migration rates are similar to those experienced in the past, Alabama's share of the migrating population will be about 1,200 members of the 55-70 age group per year. Five per cent of Alabama's share equals 60 units.)

70-85 age group. Existing base housing could meet the needs of this group, including Buckner Circle, duplexes and apartments. Additional new build development could comprise condominiums, patio and garden housing. Access to meeting space and the minimum of recreational facilities (possibly a swimming pool) would also be required. The potential market comprises all communities within a 100-mile radius of the Fort (including all or part of Birmingham, Montgomery, Atlanta, and Chattanooga). In 2000 this sub-region will comprise approximately 8.27 million people, of whom 7.6 percent or 628,000 will be within the target age group. By 2020 this target group, increasing by 12,600 a year, will have grown to 880,000 people out of a total sub-regional population of 9.79 million. If Fort McClellan was able to attract just 1 percent of this market, it would be achieving an annual absorption rate of a little over 120 homes. A total stock of 500 homes would represent just under 4 years' supply.

85 and over age group. Housing, for this age group, is closely allied to issues of dependency and is likely to be newly built. The Hospital is an essential amenity. Other facilities required are minimal. The potential market is assumed to be within a 50 mile radius of Fort McClellan. In 2000 there will be 2.11 million people living within this area, of whom 34,000 will be 85 years old or above. By 2020 this target age group will have increased in size to 50,000 people, out of a total population of 2.47 million. In other words, this age group increases in net terms by 800 people a year. A 5 percent penetration of this market would require an absorption rate of 40 units per year. It would take 5 years, at this rate of market penetration, to absorb 200 assisted living units.

Target markets and their growth potential	2000	2020
Total population within 100 miles radius of Fort McClellan	8,271,230	9,797,810
Approximate number of 70-84 year olds living within 100 miles of Fort McClellan	628,000	880,000
Total population within 50 miles radius of Fort McClellan	2,119,370	2,472,360
Approximate number of 85 year olds and over living within 50 miles of Fort McClellan	34,000	50,000

source: US Bureau of Census

8.1.8 POSTSCRIPT: ALABAMA'S ROBERT TRENT JONES GOLF TRAIL

The RTJ golf trail was developed in Alabama to (1) attract tourists; (2) attract retirees; and (3) provide a quality of life for developing manufacturing and commercial industries. The RTJ golf trail is a $120,000,000 project owned by the Retirement Systems of Alabama that includes 7 public golf complexes in 7 different Alabama locations, each no more than 10 minutes from an interstate highway. The trail has four 54-hole complexes (Mobile, Birmingham, Auburn, Huntsville) and three 36-hole complexes (Dothan, Greenville, and Calhoun County). New construction around the sites includes housing, motels, restaurants, shopping facilities, and service stations. Revenue generated includes ad valorem, lodging, sales and use, utilities, fuel, and liquor.

SunBelt Golf Corporation leases the complexes and operates them. Sunbelt Golf owns the maintenance equipment at the complexes.

Today, 2 years after the project's completion, RSA and Sunbelt officials say nearly 500,000 rounds of golf have been played on the trail's 18 courses. All of the sites are making money, although officials won't release specifics. Even Silver Lakes in Calhoun County, the newest facility, had almost 40,000 rounds in 1996. Next year, RSA aims to generate more than $4 million in profit from Sunbelt; an increase from $2.5 million in 1995, the first full year all the courses were operating. This year, revenues to RSA from the trail were reduced because of the devastation wreaked by Hurricane Opal in late 1995 and the extraordinarily cold weather in the spring of 1996. RSA hopes to raise its return from Sunbelt to between $5 million and $6 million over the coming years. The RSA-Sunbelt split of the profits is negotiated each year, based on the facilities' revenues, operating costs, and other expenses.

Statewide, Sunbelt employs about 275 full-time employees during the slow seasons of mid-winter and mid-summer. During peak times, Sunbelt employs 800 full-time workers. The trail is also a large generator of sales tax revenue.

The Huntsville, Auburn-Opelika, Greenville, Dothan, Birmingham, and Calhoun County courses have attracted new residential and commercial development. USX Reality in Birmingham has sufficient land to develop up to 2,000 houses in the vicinity of the Oxmoor Valley course. It is estimated that a development spurred by the trail generates an economic impact in the surrounding community six to seven times the amount invested.

When Hampton Cove in Huntsville opened in 1992, there was only a handful of businesses and no major housing developments nearby. Today, it is the fastest growing area in Huntsville, with 35 businesses—including a shopping center anchored by a new Publix Supermarket. A new elementary school opened this year, another Huntsville fire station is under construction, and some 600 homes have been built in the upscale Hampton Cove residential development adjacent to the trail complex. The average sale price of homes sold in Hampton Cove in the third quarter of this year was $229,112, according to Multiple Listing Service figures. In all, 1,300 single-family homes and 500 townhouses or condominium units are planned.

The Robert Trent Jones (RTJ) Golf Trail complex at Silver Lakes in Calhoun County will increasingly serve as a conduit for out-of-state tourists and introduce them to the lifestyle in the county. The Silver Lakes development is a 36-hole golf complex with an adjoining housing subdivision. It is important to note, however, that it is not a master planned retirement community. The golf complex is owned by The Retirement Systems of Alabama (RSA) and operated by SunBelt Golf Corporation. The housing zone is owned and operated by Silver Lakes Developers, Inc. and although some of the residents are retirees, there are no special facilities or recreational resources designated specifically for retirees. Silver Lakes and any planned retirement development at Fort McClellan would complement each other.

Reshaping Alabama's image to the world is one of the loftier goals of the trail that is being accomplished. Also, increasing tourism and spurring private investment and development are accomplishments of the trail. The trail has received over 4,000 positive articles in periodicals and travel sections nationwide and overseas. The trail has played a role in hotel and residential development, and in recruiting industrial projects such as Mercedes-Benz and the $50 million S.T. Mobile Aerospace facility in South Alabama. Retirees are now starting to relocate to Alabama because of the trail. A goal of the RSA is to convince developers of retirement communities to build near the trail's sites. Next year, the trail will host its first major, televised professional event, the Nike Tour Championship. Grand National in Auburn has been selected to host the NCAA Division I men's golf championship in 2000. It will be several more years before the trail's impact can be accurately gauged.

During 1996, RSA loaned money to Park Communications for the purchase of a number of television stations, radio stations, and newspapers. RSA received $12 million worth of free advertising to promote Alabama and various attractions from the RTJ Trail to attracting retirees. The Calhoun County and Etowah County area received almost $400,000 worth of this free advertising as a campaign to bring tourists and retirees to the area. Park Communications recently repaid the RSA in full for this loan.

The RSA recently reinvested these funds in media with the purchase of Ellis Communications, a television and radio company. The company, named Raycom Media, has 12 television stations, two radio stations, and Raycom, which produces Big 12 basketball games, SEC and ACC games, and a number of football bowls. It has been agreed that the State of Alabama will receive approximately $24 million in advertising through Raycom Media to strengthen tourism and industrial recruiting and to attract retirees to Alabama.

8.2 TRAINING AND EDUCATION

Fort McClellan has an illustrious history as a military training establishment. The majority of its existing buildings are geared to the needs of the training industry; classroom space abounds and transient accommodation is located in several areas of the base. External training areas are also plentiful and include; a vehicle test track, an urban simulation environment, mock correctional facilities, wooded training areas and a wide variety of ranges.

With this range of facilities, the community has an exceptional and virtually unmatched opportunity to accommodate regional and national centers of public and private educational excellence.

The early success in establishing the Center For Domestic Preparedness, a national training initiative, and an education center to meet local needs (including Ayres State Technical College, Jacksonville State University, and the educational consortium) supports the contention that training and education is a particularly important primary market.

Proposed target markets will include training providers for a range of areas that include the private sector security industry, hazardous materials and nuclear handling, as well as:

9221	Police Protection (including highway patrols, police departments, state police)
9223	Correctional Institutions (including honor camps, penitentiaries, prison farms)
9224	Fire protection (including fire departments, fire prevention offices)
9229	Public order and safety, NEC (including disaster preparedness, emergency management offices, public safety bureaus)
2892	Explosives (including compounds high explosives, fuses)
2899	Chemicals and chemical preparations (including flares, pyrotechnic ammunition)

In addition, spin-off manufacturing industries and service providers would include safety wear, vehicle and equipment maintenance, safety materials (including training manuals, signs). and security equipment providers.

8.3 INDUSTRY

Fort McClellan is one of the few large industrial sites available in the Southeast. Demand for large industrial sites located within 120 miles of Anniston is discussed on page 13 of the Phase 2 Report. Disregarding the largest site, which remains undeveloped, the 12 major industrial site acquisitions during the 10-year period ending in 1996 averaged 379 acres. During the preferred development plan's 20-year horizon, Fort McClellan could expect to compete for three to four of these large industrial sites.

Among Calhoun County's industrial parks which have been partially developed, some 23 industries have located on 197 gross acres. Their average land demand has been about 6 gross acres, or 5 net acres. Because of the County's modest land prices and its ability to negotiate those prices with prospective owners, floor area ratios have hovered around 0.2 to 0.3. Therefore, Fort McClellan, with its large land area, is particularly well suited to manufacturing and warehousing uses. The Fort has plenty of room available for parking, truck maneuvering, and buffer areas for security purposes or eventual plant expansion. In order to offer a range of site sizes to prospective users, the first phase of the proposed on-site industrial park should be subdivided into sites having up to five acres. sites having 5 to 10 acres, sites having 10 to 30 acres, and sites having 30 to 350 acres to be most responsive to the marketplace.

8.3.1 CHANGING INDUSTRIAL PARAMETERS

Businesses are expanding or locating in areas to achieve multiple objectives such as adding value to products and services, reducing the time and costs required to reach markets, improving the quality and choices of products, and controlling costs. Locations which can provide these advantages may rank higher than their competitors. Broadly speaking, manufacturing operations need skilled machine operators and good access to markets and suppliers; administrative support operations need a dependable workforce, telecommunications capacity, and a minimum number of disruptions attributable to weather or other reasons; and headquarters operations need good airport service, good image, a pool of skilled managers, and mid-career training opportunities.

There are a number of forces in the ongoing "information revolution" in manufacturing and other target industries that shape the real business issues many Alabama companies face. Manufacturing firms in the United States and other developed nations are having to compete with national economies characterized by low environmental standards and wages, thus forcing companies in industrialized nations to markedly increase productivity. Simultaneously, the nature of markets has changed; no longer does mass production prevail. Instead, markets have fragmented, and buyers are demanding smaller, customized quantities of products, that a company may not have produced before or necessarily will make again. The implications for Calhoun County firms are particularly relevant. With the County's prevalence of small and medium-sized firms, many of which act as subcontractors to larger firms, the ability to meet the specifications and expectations of their clients is critical. Although the new technologies require a smaller direct workforce in the manufacturing sector, local manufacturers must be able to compete in the international arena using these technologies. Manufacturing jobs, although claiming lower numbers of employees than in the past, are then retained in the region, and complementary service sector jobs join them.

The new manufacturing environment is characterized by computer based and information technologies. The application of these technologies is dramatically changing production, where some decision-making is being brought down to the line worker. The aims are relatively straightforward: improve quality, lower costs, reduce product imperfections, and ease the creation of new products. The details of the technologies vary from industry to industry. The general catchwords of the new manufacturing environment include computer based machine tools, statistical process controls, flexible manufacturing systems, just-in-time inventory controls, and concurrent engineering.

Despite the plethora of new terms, many of these concepts are just plain common sense. For many small- and medium-sized manufacturers, there is a careful balance to be struck between acquiring new technologies to modernize the production process and exceeding the firm's ability to use them effectively. Effective management of the design and production process, as well as the other aspects of the company's operation, is as important as the possession of state-of-the-art machinery and technology. Meaningful programmatic assistance to manufacturers cannot be focused solely on access to real estate, equipment or technology, but must also take into account the management needs of the firms.

8.3.1.1 Computer-Aided Design

Talk of off-the-shelf technology for manufacturers most frequently means the Computer Aided Design (CAD) family of process technology. As with many other manufacturing technologies, the CAD system was developed on mainframe computers for the design of spy planes and other defense purposes. Its later application on personal computers expanded its use, and CAD is now the most widely deployed manufacturing technology. According to the National Coalition for Advance Manufacturing (NCAM), as of 1989, 70 percent of U.S. manufacturing establishments used at least one CAD system. This share has increased in the meantime. Starting out as a computerized drafting board, CAD now performs many engineering tasks, and has introduced much greater precision to the design and production of parts. Its evolving applications are leading to "virtual manufacturing," in which mathematical models simulate virtually everything about a product and the processes that create it. Future computer technologies are expected to greatly speedup the time between design and production, making it more responsive to requirements of the marketplace.

Despite the growing sophistication of CAD-based computer software, many small and medium-sized firms do not fully know how to make use of this design technology. Small firms having few technical and professional staff members may not have the financial resources or technical ability to exploit CAD's full potential in the production process. This suggests a continuing need for institutions providing assistance to manufacturers to offer financial and technical assistance (whether directly or indirectly) in the acquisition, use, and management of the firm's existing resources.

8.3.1.2 Adaptable Manufacturing

One of the most important concepts to understand about the shift in manufacturing technologies is flexible, or adaptable production. Although the term is used broadly, its more narrow definition is mass customization, with the ability to produce high quality, short-run products. Changes to machinery are possible, enabling the product to vary, even if it has many component parts. The machinery does not need to be replaced, but can be adapted to produce different products at a given plant. Lower range quantities of industrial production are becoming increasingly common, because of what the buyers are demanding: short runs of specific products. Recent U.S.

Department of Defense data shows that 92 percent of the manufacturing products it buys are bit-parts, in which perhaps fewer than 10 copies are made.

Machinery of this type is more expensive than conventional production equipment. For a small manufacturer, concurrent engineering, which ties together marketing and design considerations, becomes especially important in planning equipment and technology acquisitions. With a capital-intensive investment, the manufacturer has to be sure its retooling strategy results in what it really needs to compete effectively.

8.3.1.3 Supplier Networks

Another important aspect of the changing manufacturing environment is the beneficial effect of cooperation between and amongst producers on technology and product matters. Such forms of cooperation are common in Western Europe, and have recently taken root in the United States, partially because of the need to take advantage of new technologies and meet the demand for short-run products. Three types of supplier networks are emerging:

- The so-called added-value networks, in which two or more firms with complementary core competencies (in joining and bending, for example), jointly bid and produce for a given contract. Such an alliance may only last for the duration of the one contract, or take on more permanence in marketing efforts.
- Regional alliances, which tend to be sectoral in nature. For example, woodworkers could organize to jointly pursue manufacturing projects, and market collectively.
- Networks which share resources and technologies. Small firms are often short on technologically knowledgeable staff and face capital budget constraints. Additionally, acquisition of a certain technology or equipment may receive only marginal use by one firm, but may be much more productively used (and affordable) when acquired by several firms.

There is a growing need for small suppliers to be networked in these ways.

8.3.1.4 Production Cycle Components

An assessment of a firm's technological standing might begin with materials handling, at the receiving end of the production cycle. Electronic controls can monitor what shows up and where in the plant parts are distributed. This level of sophistication in the monitoring and control of materials reduces costs and improves the quality of production. One extremely basic and obvious measure of preparedness observed by consultants performing technological audits of firms is the level of cleanliness and order in the shop. Another element of these first stages of production is the use of CAD. Many small firms utilize CAD on an elementary level.

Computer Integrated Manufacturing, (CIM) is a system that electronically wires CAD, numerically controlled equipment, and other processes, so that they all work in concert. CIM cells, such as tooling, forming, and joining (in the case of machine tooling), are interconnected. CIM transfers a part from one cell to the next for subsequent steps in the production process.

The use of robotics is increasingly common, but its application is not universal. Investment in robotics technologies is most appropriate for repetitive, simple processes and assembly of large components. Good examples are welding and spray painting. The use of robotics is particularly useful in hazardous production situations representing a threat to human workers. Unless the system is designed to be flexible and accommodate different runs, robotics are often not appropriate for small firms. The relatively high cost of such systems also makes it less accessible to small firms.

Sophisticated technologies also perform inspection functions on behalf of workers. The use of high-speed x-ray, for example, quickly identifies and removes flawed parts. Just-in-time (JIT), is typically applied to the external flow of materials to the worksite. JIT can also be applied to internal movement. Other statistical processes control production. These process controls take finite measurements of different elements of a part and evaluate them for deviations. They identify incremental improvements, and build tighter tolerance in the parts. These processes are done on a real-time basis; that is, the data is received and fed back into ongoing production simultaneously.

8.3.2 LOCAL DEVELOPMENT CONTEXT

Calhoun County's long industrial tradition has resulted in its labor force developing skills which continue to be marketable to target industries. For those people needing to upgrade their skills to maintain their competitiveness in the labor market, Calhoun County's three post-secondary educational institutions, Ayres State, Gadsden State, and Jacksonville State - - provide a broad range of programs for doing so. Most of these programs provide one or 2 years of training in the services, precision production, machine operator, fabricator, and repair occupations. As shown in Table 7 of the Phase 1 report, these occupations provided one-half of Calhoun County's jobs in 1990. The U.S. Bureau of Labor Statistics has estimated that most of the nation's job growth to 2005 will not require a bachelor's degree.

During the past 10 years, studies by the Alabama Electric Cooperative, Alabama Power, and Office of Economic Adjustment have identified a series of industries especially well suited to a location in the vicinity of Calhoun County. Criteria upon which their selections were based include:

- Multi-modal accessibility
- Labor force characteristics

- Availability of natural resources
- Industry growth trends
- Higher education resources
- Access to metropolitan markets
- Business climate and image
- Costs of public services

The Fort's economic strengths and weaknesses were discussed in Section 2.1.3 of the Phase 2 report. They establish a framework for the preferred land use recommendations and selection of the target industries. These industries become the focus of the recommended marketing program. The preferred land uses, as presented in Table 2.5 and Figure 8 of the Phase 2 report will take advantage of the Fort's economic strengths which are:

- Large land area expected to become available in single ownership
- Outstanding natural beauty of the site
- Centrally located among six metropolitan areas and within 100 miles of nearly 8 million people
- Location within ten miles of three interchanges with I-20
- Much of the Fort's infrastructure meets contemporary standards and can be used by new land uses
- Many of the Fort's buildings can be reused for domestic purposes
- Labor costs are competitive, especially when compared to those in nearby metropolitan areas
- Alabama has a tradition of offering footloose and other employers a range of incentives to reduce their operating and capital costs

8.3.3 RECOMMENDED TARGET INDUSTRIES

These analyses acknowledge these economic strengths and are in broad based agreement that the FMRRA economic development promotion resources should be directed toward the following major types of industries:

- Distribution and warehousing
- Printing and publishing

- Metalworking equipment
- Distribution and storage
- Motor vehicles and parts
- Telecommunication services
- Control and electrical equipment
- Wood products and furniture
- Food processing and beverages

Not only can companies providing these products and services in the future at Fort McClellan serve the Metropolitan Anniston Area market, they can also serve the firms employing 2.3 million people and the jurisdictions housing five million people located in the six metropolitan areas within 120 miles of Anniston. Each of these target industries is growing and is represented in the region's economy.

8.3.4 DISTRIBUTION AND WAREHOUSING

The distribution and storage industry has changed in recent years with manufacturing industry demands for just-in-time delivery, consumer demand for a broader range of products, and installation of automated retrieval systems. Results of these changes include mushrooming demand for new building products, more widely dispersed warehousing centers, and their locations near the center of multiple metropolitan markets where multi-modal transportation systems are in-place. Large, level inexpensive sites located near interstate highway interchanges and having rail and air cargo services are preferred by the industry.

This industry has been growing at 16 percent annually and is expected to do so in the near-term future. Some 166,013 companies provide these services in the United States. Of these companies, 37 have annual sales over $500 million, 63 have sales between $250 million and $500 million, and 191 have sales between $100 million and $250 million. The average company has sales of $135 million and employs 135 people. Among the largest distribution and warehousing firms, 17 are headquartered in the South:

- UPS, Allied Holdings, and Trism in Georgia
- ABF Freight System, J.B. Hunt Transport, and American Freightways in Arkansas
- AAA Cooper Transportation in Alabama

- Averitt Express, Mark VII, MS Carriers, and U.S. Xpress Enterprises in Tennessee
- Builders Transport and Southeastern Freight Lines in South Carolina
- Customized Transportation, Landstar Ranger, GATX Logistics, and Watkins Motor Lines in Florida

Calhoun County is well positioned to accommodate firms in this industry.

8.3.5 PRINTING AND PUBLISHING

The U.S. printing and publishing industry has about 60,000 establishments and nearly 2 million employees. Roughly two-thirds of this industry is devoted to advertising, with most of the rest devoted to books and periodicals. While consumers are increasingly turning to audio, laser and compact disks, software, and facsimile transmission of information, the value of printing and publishing shipments are expected to increase over 4 percent per year. Growth of the industry is assisted by greater use of environmentally friendly chemicals and more paper recycling. The United States is the largest consumer of printing and publishing products and their second largest exporter.

Among the largest printing and publishing firms located in the South are:

- American Color Mail and Media, American Business Products, and John H. Harland Company located in Georgia
- Harcourt Brace & Company located in Florida

A Calhoun County location can serve nearby major metropolitan markets for promotional, lithographic, business forms, envelopes, trade journals, textbooks, and other materials produced by these companies.

8.3.6 METALWORKING EQUIPMENT

This industry makes tools, robotics, molds, dies, jigs, and other apparatus necessary to manufacture products for consumers. Demand for these products is heightened as industries seek to increase labor force productivity. Industrializing countries are the most important part of the export market for metalworking equipment. The value of shipments to be made by this industry is expected to increase over 4 percent annually.

Among the largest metalworking equipment companies located in the south are:

- Okuma America and Murata Machinery located in North Carolina
- Jacobs Chuck Manufacturing located in South Carolina
- Hitachi Power Tools and Greenfield Industries located in Georgia

- Hartman Industrial Products located in Alabama
- Orchid International Group and Wright Industries located in Tennessee

Calhoun County is within just-in-time delivery services of vehicle assembly and other manufacturers located in most parts of Alabama, Tennessee, and Georgia.

8.3.7 MOTOR VEHICLES AND PARTS

During the past 15 years, this industry has changed in a number of fundamental ways. Its assembly plant locus has shifted southward from the Great Lakes area, a number of foreign manufacturers have located new plants in the United States, product content has emphasized plastic and other light weight materials, exports have increased, and a greater share of demand has been light trucks and vans. As a result, much more parts manufacturing and assembly are located closer to Calhoun County than ever before. As the quality of vehicles has increased, the number of units shipped overseas has also increased. This industry represents nearly 4 percent of the country's gross domestic product.

The industry is expected to grow by one to 2 percent annually as the population and as public and private employment grow. Entry of Asian and European manufacturers' assembly plants into the United States has saturated the market with domestically produced vehicle choices. Road congestion has slowly shifted people from small single occupancy vehicles, thereby reducing demand for them. The replacement vehicle demand has also declined as the average vehicle's age has crept upward.

There are a total of 9,856 companies in this industry in the United States. Of these, 35 companies have annual sales over $750 million, 61 have sales between $500 million and $750 million, and 175 have sales between $250 million and $500 million. Among the largest motor vehicles and parts firms, five are headquartered in the South:

- Volvo GM Heavy Truck in North Carolina
- Harvard Industries in Florida
- Nissan Motor Manufacturing in Tennessee
- Mercedes-Benz US International in Alabama
- Bavarian Motor Works of North America in South Carolina

During the past 15 years, a substantial network of suppliers to these manufacturers has developed. Many of them are located within 100 miles of vehicle assembly plants.

8.3.8 TELECOMMUNICATIONS SERVICES

The telecommunications services industry provides telephone, mobile radio, satellite, electronic data, and other communications transmission services. More than 2,000 companies employ over 900,000 persons. The industry is highly regulated by the Federal and state governments. Telemarketing is a growing business as companies use personalized communications to reach prospective customers. Rapid growth of use of the facsimile machine has increased demand for telephoned-based office and household services. Revenues are increasing at more than 3 percent annually.

Telecommunications companies include those responsible for manufacturing equipment, publishing directories, and billing and bookkeeping services. They need not be located in metropolitan markets. Among the largest telecommunications firms in the South are:

- Ldds Metromedia Communications located in Mississippi
- GDSI and GTE Mobile Communications located in Georgia
- United Telephone located in Florida

The telecommunications equipment located at Fort McClellan and labor force experienced in its use can help attract this industry.

8.3.9 CONTROL AND ELECTRICAL EQUIPMENT

This industry is responsive to growth in automated electrical systems and machinery. New buildings and equipment require the manufacture and installation of this industry's products as do the utilities and communications industries. A national goal is replacement of inefficient electrical equipment in order to reduce electricity demand and accompanying pollution. A large share of demand for this industry's products comes from original equipment manufacturers, especially those products that meet standards set by the International Electrotechnical Commission.

Demand for these products is expected to increase three to 4 percent annually. Because of Calhoun County's small base of original equipment manufacturers and lack of labor force skilled in appropriate occupations, this industry will need to be largely imported into the area. Some 6,223 companies are engaged in the control and electrical equipment in the United States. Of these, 39 have annual sales exceeding $750 million, 161 have sales between $250 million and $750 million, and 475 have sales between $50 million and $250 million. The largest firms employ 95,587 people and have annual sales exceeding $167 billion with the average firm employing 344 people and selling $590 million of products.

Among the largest control and electrical equipment firms, two are headquartered in the South:

- SCI Manufacturing located in Alabama
- Scientific-Atlanta located in Georgia

A Calhoun County location of a firm in this industry would provide a Southern anchor.

8.3.10 WOOD PRODUCTS AND FURNITURE

This industry includes lumber, wood products, furniture, and paper products. Demand for them is sensitive to changes in population and in household formation. High proportions of employment in the Southeast, including Alabama, are found in this industry. The climate is good for growing wood, the water supply is available for its manufacture, the multi-modal transportation system supports transfer of raw and finished products, and the labor force is in-place to attract additional private investments. While Calhoun County has good stands of timber, most of the value added is located in nearby counties. With the electronic transfer of information, the use of business forms, checks, envelopes, and other office paper products has stabilized.

This industry is expected to grow 3 percent annually as the housing industry in this country and abroad and consumer paper product demand increase. Environmental restrictions on harvesting wood in the Northwest may shift more of the available supply to the Southeast. Continued modernization of equipment in the paper products portion of this industry has maintained its worldwide competitiveness. As paper recycling has increased, the demand for pulpwood has grown more slowly than in previous years.

The furniture manufacturing industry is composed of 21,650 companies in the United States, most of which are small. Only 5 percent of these companies have annual sales over $10 million. This industry employs 253,490 people and has sales of over $134 billion. Among the largest wood products and furniture firms, the following are headquartered in the South:

- Cabin Craft American Homes in North Carolina
- H.W. Jenkins Company in Tennessee

8.3.11 FOOD PROCESSING AND BEVERAGES

This industry is the nation's largest manufacturing sector and is growing with the consumer base it serves. Shifts in consumer preferences have increased the relative demand for seafood and poultry and for diet beverages. Pollution problems continue to increase the costs of raising and processing of foods and have spurred growth of the land-based seafood industry. Canned goods and frozen foods production has increased as the time spent in preparing meals has decreased. Lower fat dairy product popularity has increased while sweet bakery goods demand has decreased.

The future of this industry is highly favorable as demand increases with the population and the country's and the world's populations are increasing. While the domestic demand for food and beverages is forecast to increase about 2 percent annually, changes in the product mix are expected to continue as is per capita consumption of these products. Among the 37,350 companies in this industry, 156 have annual sales exceeding $1 billion, 260 have sales between $500 million and $1 billion and 426 companies have sales between $250 million and $500 million. The industry employs 233,490 people and its annual sales are nearly $900 billion. Among the largest food processing and beverage firms, 20 are headquartered in the South:

- Coca Cola, Conagra Poultry, Savannah Foods, Agra International, Southcorp USA, and Cagles in Georgia
- Hardee Food Systems, Fast Food Merchandisers, and Lance in North Carolina
- Tropicana Products, Lykes Brothers, Bolswessanen Holdings, Citrus World and National Beverage in Florida
- Flowers Baking in South Carolina
- Branch Van Houten, McKee Foods, and Bake Rite in Tennessee
- Sweet Sue Kitchens and Sanderson Farms in Mississippi

8.4 OTHER TARGET MARKETS

The modified preferred land use alternative includes buildings and land areas for the residential, retail, and recreation target markets.

8.4.1 RESIDENTIAL

The Calhoun County housing market area provides a full-range of types of residential structures. The modified Preferred Land Use Plan calls for selling 506 existing residential units to developers. They would be rehabilitated in three stages and resold to the public. It will continue to be necessary to maintain contact with representatives of residential developers to prescribe the terms and conditions of sales. The target residential markets are single family and duplex aimed at the family and retirement portions of the market. New residential construction at the Fort will occur after the fifteenth year of development.

8.4.2 RETAIL

The retail market is dependent on the I-20 and AL 21 highway corridors as discussed on pages 24-25 of the Phase 2 report. The I-20 corridor has attracted regional shopping center, big box, and fast food retailers, among others. The AL 21 corridor has attracted Fort McClellan-oriented retailers such as tailors, barber/hair dressers, new and used vehicle, and fast food retailers. As the Fort's businesses and residential areas are developed after 1999, neighborhood retail space demand will escalate and Fort-dependent uses will decline. The neighborhood shopping center proposed along AL 21 at the Fort will serve its job- and residential-based retail markets. As AL 21 is improved southwest of Oxford during the next 5 years, it will help attract shoppers to the I-20 corridor from the Talladega area. Therefore, the I-20 corridor will continue to be principal shopping area for the residents and employees of Anniston and its environs.

8.4.3 RECREATION

The primary recreation opportunity recommended in the modified Preferred Land Use Plan is continued use by the public of the Cane Creek golf course. The McClellan Park lake and adjacent open space would be used for passive recreation purposes. Other recreation facilities would not be developed until the economy grows to a point where demand for them occurs or special purpose funding for their implementation becomes available.

8.5 PROMOTIONAL OPTIONS

Economic development promotion has traditionally depended on face-to-face meetings to communicate interests of the prospect and land owner representatives, inspect property, exchange information, negotiate deals, and sign agreements. In parallel with globalization of the economy, economic development promotion communications have become more sophisticated. Color pictures, text, and tables can be transmitted electronically and large quantities of information can be stored and easily retrieved and manipulated. At the same time, trade shows, periodicals, brochures, and networking remain bulwarks of local economic development promotional programs.

8.5.1 WORLD WIDE WEB (WWW)

In 1996 the FMRRA established its WWW site which provides six categories of information to persons having access to this service. It describes the Fort's development opportunities and the area's recreation resources. Seven other websites provide information about the Fort, the area's assets and services, and some of its social and economic characteristics. Some of the information is dated and should be revised. The two websites having detailed information about Fort McClellan can be included in the U.S. Department of Commerce's website describing the availability of former U.S. military bases for new investments.

The former military base state-of-art computerized communications capacity may be found at the Air Base Property Corporation of North Bay, Ontario. It has implemented a portable system which provides:

- Graphics, text, tables, and voice transmission
- Customized hardcover books
- Instant new pictures and scanned text and tables
- Flight simulation of the real property resources available to prospects

The hardware and software required to achieve these results costs approximately $50,000.

Private web sites are also available to list commercial property. One example is REAL USA located in Santa Barbara, California (800-725-3872). Property descriptions, floor plans, maps, and photographs supplied by the FMRRA could be scanned into REAL USA's database. Access to the information is provided for a $25 per month charge.

8.5.2 TRADE SHOW ATTENDANCE

Trade shows and exhibitions provide opportunities to alert industry representatives of Fort McClellan's and Calhoun County's resources and price structures and to learn of their industries' locational needs. Because of multiple demands on the time of attendees, joint attendance at trade shows is common. Former military base staff members may be accompanied by representatives of local and state economic development and utility companies or by local plant managers. Multiple representation also increases the number of interested parties to your booth. Construction of a booth may cost $1,200 to $2,200, depending upon its size and sophistication. Additional booth costs may be incurred in its transportation and assembly and tear-down.

Contemporary trade show booth standards include:

- Computerized graphics and printing capabilities
- Color maps and photographs
- Walls made of felt or other materials for easy mounting
- Collapsible frame structure for ease of transport
- Screen for showing 35mm slides
- Television monitor for very high resolution (VHR) tapes

Typical floor space allocations are 10-feet square whose cost is $500 to $2,000 per show, often depending on the number of attendees compared to the floor space available.

Trade shows and exhibitions are typically held annually and rotated among cities having the capacity to stage them and to accommodate overnight visitors. Because of limited FMRRA staff and policy board time and financial resources, trade show attendance is constrained to a small number each year. Examples of 1997 trade shows providing access to representatives of the eight target industries are listed below by type of industry. The locations and dates of the shows are given together with management's telephone numbers.

8.5.2.1 Printing and Publishing

<u>Cincinnati Printing, Graphics & Mailing Expo</u>
Cincinnati, Ohio
November 12-13
513-528-1550

<u>Christian Booksellers Association International</u>
Atlanta, Georgia
July 12-17
719-576-7880

<u>Graph Expo East</u>
Chicago, Illinois
October 8-11
703-264-7200.

<u>Print Coverflex-USA</u>
Chicago, Illinois
September 3-10
703-264-7200

8.5.2.2 Metalworking Equipment

<u>American Welding Society</u>
Los Angeles, California
April 15-17
800-443-9353

<u>Greensboro Advanced Productivity Exposition</u>
Greensboro, North Carolina
September 23-25
313-271-1500

<u>Dayton Industrial Exposition</u>
Dayton, Ohio
October 28-30
800-274-6948

<u>International Die Casting Congress and Exposition</u>
Minneapolis, Minnesota
November 3-6
847-292-3600

8.5.2.3 Distribution and Warehousing

<u>American Trucking Associations Management Conference & Exhibition</u>
Las Vegas, Nevada
October 19-22
703-838-1755

<u>National Tank Truck Carriers Maintenance Conference</u>
San Francisco, California
May 18-21
703-838-1960

8.5.2.4 Motor Vehicles and Parts

<u>Automotive Service Industry Association</u>
Las Vegas, Nevada
November 4-7
847-228-1310

<u>Automotive Parts Rebuilders Association Exposition</u>
Las Vegas, Nevada
October 31-November 3
703-968-2772

International Automotive Manufacturing Conference and Exhibition
Detroit, Michigan
May 14-17
412-776-4841

World Tire Conference and Exhibition
Louisville, Kentucky
April 17-19
502-968-8900

8.5.2.5 Telecommunications Services

Association of Telemessaging Service
New Orleans, Louisiana
June 4-7
202-429-5151

Telecommunications Association International
San Diego, California
September 14-18
415-777-4647

8.5.2.6 Control and Electrical Equipment

Assembly Technology Expo
Rosemont, Illinois
September 23-25
630-260-9700

Consumer Electronics Manufacturers Association
Atlanta, Georgia
April 4-6
703-907-7600

International Electrical Exposition & Conference
Chicago, Illinois
June 3-5
212-370-5005

Electrical Apparatus Service Association
Denver, Colorado
June 22-25
314-993-2220

8.5.2.7 Wood Products and Furniture

Carolina Woodworking & Furniture Supply Show
Greensboro, North Carolina
February 14-15
704-459-9894

International Conference on Scanning & Process Technology in Wood Processing
Atlanta, Georgia
October 21 - 23
800-227-4675

International Woodworking Machinery & Furniture Supply Fair
Atlanta, Georgia
August 20-23, 1998 (biennial)
770-246-0608

8.5.2.8 Food Processing and Beverages

Fresh Fruit and Vegetable Association
Orlando, Florida
February 22-24
703-836-3410

Bakery Showcase
Toronto, Ontario
November 8-10
905-625-2804

Institute of Food Technologies Expo
Orlando, Florida
June 14-18
312-782-8424

International Food & Dairy Expo
Chicago, Illinois
October 30-November 2
703-761-2600

8.5.3 BROCHURES

In addition to the static display, video, slide, and computer displays mentioned above, hard copy handouts can be effective communication materials at trade shows and for distribution at other times. Through the Alabama Department of Economic and Community Affairs, a variety of handouts were prepared in 1997:

- Flyers describing Calhoun County industrial parks having available developable land and sound vacant building space
- Maps and building footprints of Fort McClellan's physical resources
- Fort McClellan redevelopment issues report
- Flyers describing industrial sites available at Fort McClellan

As the information in these materials becomes dated, experience suggests after 18 months, they should be revised, as needed. As trade show attendance increases, the number of copies of these materials should increase.

8.5.4 PUBLICATIONS

Horizontal economic development publications are those of general interest typically covering large geographic areas. Vertical publications are those which provide more in-depth information on a specific topic such as telecommunications. These publications are good avenues to communicate with representatives of target industries looking for sites and buildings. Several examples of them are listed below by periodical name, its average circulation, city in which published, telephone number, and the typical cost range of an advertisement.

8.5.4.1 Distribution and Warehousing

American Shipper, 14,090
Jacksonville, Florida
904-355-2601
$3,310 - $4,435

Chilton Publication's Distribution, 70,016
Radnor, Pennsylvania
215-964-4282
$6,815 - $8,270

8.5.4.2 Printing and Publishing

American Printer, 89,755
Chicago, Illinois
312-595-1080
$13 per line, $60 per column inch

Graphic Arts Monthly, 85,000
New York, New York
212-463-6835
$8,590 - $11,190

8.5.4.3 Metalworking Equipment

Modern Application News, 78,001
Nokomis, Florida
941-966-9521
$4,480

Ornamental Metal Fabricator, 10,000
Forest Park, Georgia
404-363-4009
$965 - $1,640

8.5.4.4 Motor Vehicles and Parts

National Automobile Dealers Association, 21,679
McLean, Virginia
703-821-7150
$4,980 - $7,400

Automotive Industries, 105,000
Detroit, Michigan
313-875-2090
$7,200 - $9,195

8.5.4.5 Telecommunications Services

Communications News, 77,001
Nokomis, Florida
941-966-9521
$6,170 - $7,530

Signal, 35,149
Fairfax, Virginia
703-631-4693
$5,005 - $6,310

8.5.4.6 Control and Electrical Equipment

Electronic Commerce World, 44,000
Hollywood, Florida
954-925-5900
$5,355 - $6,380

Electrical Advertiser, 67,200
Minneapolis, Minnesota
800-328-0328
$4,740 - $5,520

8.5.4.7 Wood Products and Furniture

Modern Woodworking, 61,000
Collierville, Tennessee
901-853-7720
$2,450 - $3,650

Panel World, 10,033
Montgomery, Alabama
334-834-1170
$1,975 - $2,920

8.5.4.8 Food Processing and Beverages

Food People, 46,000
Acworth, Georgia
770-974-1077
$3,250 - $4,750

Beverage World, 51,000
New York, New York
212-822-5930
$2,448 - $4,097

The costs of advertisements vary with the periodical's circulation, print quality, number of colors, size, and graphic composition.

8.5.5 PRESS RELEASES

Since its inception, the FMRRA has provided press releases, held open meetings, and been accessible to the media. As the closure date nears and as reuses are negotiated, media demands on staff and policy board officer time are likely to increase. Preparation and distribution of press releases should continue. Their cost is an ongoing portion of staff time and of materials.

8.5.6 BUSINESS SYMPOSIA

Although computer simulation, tape, Internet, and hard copy descriptions are especially effective, each in their own way, there is no substitute for personal observation of the property. Many interested developers, Reuse Plan advisory committee members, and other individuals have received tours of all or parts of the Fort during the past 2 years. An alternative approach is to set aside times for the FMRRA staff and selected policy board members to host groups of parties interested in specific properties. Perhaps more in-depth information can be provided in a shorter time period by using this approach. While Army representatives are still in town, they will be available to provide information and respond to questions of symposia attendance. One symposium per month should cost less than 25 hours of staff time. Attendee questions and answers to them should be retained in written summaries. It would be useful to prepare an oblique aerial narrated videotape of Fort McClellan and other Calhoun County highlights from which to guide visitors to the real property and cultural assets in which they are most interested.

8.6 RECOMMENDED STRATEGY

The FMRRA has the twin objectives of generating a cash flow to support its staff and to transition the acreage for which this plan was prepared to privately-owned civilian use and to a variety of public education and training uses. Therefore, the Fort should only be kept in the LRA's ownership as long as necessary to attract new investments to replace military uses before going out of business. As a result, the recommended marketing strategy should focus on attracting investors and developers. The large scale of available property, modest sized market, and constrained infrastructure and remediation funding renders the likelihood of finding a single acceptable developer unworkable.

FMRRA's marketing activities have been underway for several months. Prior to beginning preparation of this Reuse Plan, the staff received inquiries about the timing of availability of property and the Alabama Department of Economic and Community Affairs began producing promotional materials. As this project has proceeded during the past 12 months, there have been indications of interest in portions of the property in spite of its unavailability until 1999. Therefore, the recommended marketing strategy builds upon initiatives that have been undertaken by the FMRRA, the real estate and government networks that have been established, and the products that have already been produced and are available for distribution.

The key next steps in the marketing of Fort McClellan that should be undertaken to implement the modified Preferred Land Use Plan are:

- Increase staff capacity to take marketing initiatives and to respond to inquiries
- Continue and expand marketing partnerships that have been established

8.6.1 STAFF CAPACITY

Fort McClellan is a particularly complex real estate project that will require dedicated staff time to achieve its marketing objectives. In addition to the competition evident from the thousands of economic development promotion agencies across the country and the incentives they have to offer, the marketing program must try to overcome the site's economic development weaknesses discussed on page 15 of the Phase 2 report. A minimum of two full-time equivalent staff members are required to market a property of this size and complexity. From time-to-time they will need the professional services of one or more marketing companies. [The management plan will recommend to whom these two people will report.]

While the marketing staff should be distinguished between the private and public real estate sectors of the economy, their skills should also be directed at a team approach to implementing the FMRRA's goals. In addition to their familiarity with one of these two core real estate product competencies ancillary skills which would be useful to the overall mission of the agency are:

- Public relations and media contacts
- Writing
- Promotional materials content and layout
- Economic development incentives
- Site improvement and building renovation requirements for new investments

If ideal candidates having all of these skills are not available, outside professional services are available to periodically supplement the staff. A source of these services is the FMRRA's continued active participation in the annual and special conferences, membership on committees, and reading publications of the National Association of Installation Developers (NAID).

8.6.2 MAINTAINING PARTNERSHIPS

Complexity of the real estate development process demands that multiple public agencies and private organizations participate in it. Therefore, partnerships must be established with them in order to progress toward project implementation. These partnerships should occur at the policy board, staff director, and technical staff levels - - peer to peer. This process is already underway and should include the following contacts, at a minimum:

- Calhoun County Economic Development Council and Alabama Department of Economic and Community Affairs for economic development

- Calhoun County government for development permission, assuming municipal extraterritorial zoning conflicts can be worked out, and infrastructure
- Alabama Power Company for electric service and economic development
- Other utility providers for their unique services
- Alabama State Employment Service for labor force supply, training programs, and labor force data
- Calhoun County Area Board of Realtors for real estate product characteristics and trends data
- Alabama Cooperative Extension Service for agriculture and forest data
- East Alabama Regional Planning and Development Commission for socioeconomic data, mapping, and government programs
- Prospective developers for market trends and their proposed project's needs

8.6.3 STAFF ACTIVITIES

Public and private real estate developers often operate in very dynamic setting where information changes frequently. Therefore, the staff needs to be sufficiently informed to participate in these dynamic settings. The marketing staff should undertake the following activities:

- Contacts which express interest in the property distinguished between public and private agencies and organizations. This will provide multiple means of contacting them and remind the staff of the specific purpose(s) of the contact.
- Characteristics of the buildings available for sale or lease. This information should include their existing and previous uses; size; condition; failure to meet construction, development permission accessibility, infrastructure, and environmental standards; accessibility by truck; parking; parcel size; tenants; cost; and neighboring uses.
- References to be made available to prospects interested in utility services, infrastructure construction schedules, and environmental remediation schedules
- Media representatives
- References on economic development incentives and mortgage financing
- Prepare fact sheets on the site and on the most marketable buildings

- Prepare draft copy and graphics for brochures and the FMRRA's web page
- Prepare draft itineraries to guide prospects during their visits to Calhoun County. Stopping points on the itineraries should be described in detail and checked out day or two before the visit takes place. Keys to buildings whose interiors will be inspected should be available and the owner or his real estate broker should be available for consultation.
- Schedule meetings with whomever the prospect wants to meet and only attend if invited to do so
- If additional information is requested, supply it to the prospect following his visit. The following week check to answer questions and learn of problems the prospect has with Fort McClellan or the community in which it is located.
- Prepare press releases and articles to be placed in periodicals
- Provide technical assistance to tenants
- Prepare graphic display for a booth at trade shows
- Seek invitations to trade shows and logistics information from their sponsors
- Acquire a display frame and carrying case
- Purchase and/or obtain oblique aerial photographs of the Fort and of community assets from newspapers
- Host business symposia and make logistical arrangements for participants' travel. Identify and instruct symposia speakers on their topics, audience interests, and timing.

If other activities are requested of the staff, their veracity and the amount of staff time devoted to them should be evaluated by the executive director. Time sensitive materials must be updated periodically.

8.6.4 COST IMPLICATIONS

The limited budgets available to the Reuse Authority dictate that in the short-term, marketing is carried out on a shoestring. A more aggressive marketing strategy, however, could be costed as follows:

Object	$ Amount
Marketing specialists	85,000
Fringe benefits at 26%	22,100
Conference travel	19,000
Local mileage at $0.31 per mile	3,100
Equipment and software	6,500
Advertising	13,000
Subscriptions and dues	3,500
Office supplies and printing	5,500
Miscellaneous	1,000
Total	**158,700**

Because of Federal restrictions on paying marketing costs, they would have to be borne by local and state resources until the FMRRA's cash flow generated enough income to support this activity.

8.7 A Summary of Target Markets

MAIN USES	MAIN TARGET MARKETS	SPIN-OFF MARKETS	MARKETING THEMES
Phase One A			
Residential	Specialist residential developers aiming at lower end of market	Manufacturers of building components	Attractive environment at a reasonable price. Real homes!
Retirement community	Specialist retirement community developers aiming at self sufficient residents	Health care providers. Speciality service providers & retailers	Fine environment, supported by good facilities, close to a settled rural community
Golf	Golfcourse/clubhouse operators that are able to address retirement market	Other leisure operators aiming their products at a retirement market	Growing residential population, close to golfcourse. All facilities in place to begin operating
Phase One B			
Residential/Retirement	Higher-end retirement and residential developers	Health care providers Speciality service providers & retailers	Cost-effective lots in heavily wooded environment real flexibility
Education		Education service providers, retailers, restaurateurs	Access to a large and growing student body on a single campus
Retail	Shops and restaurants aimed at the retirement, residential and education communities		Providing services that the resident daytime and permanent population need closeby
Maintenance and Repair	Truck fleet maintenance General fleet maintenance Heavy assembly		Close to I20 Served by a railhead Unique high quality facilities
Light Industrial/warehousing	Distribution Warehousing Printing Metalworking Motor vehicle parts Control and electrical equipment Wood products and furniture	Truck fleet maintenance Machine tool maintenance Assembly line maintenance Employee services (Cleaning/retailing)	Close to I20 Served by a railhead Access to local and regional markets

Phase Two			
Retail	Food, beverage and services currently lacking to the north of Anniston. Services required by the growing population of Fort McClellan.	Distribution and warehousing associated with particular retailers	The new retail environment on the prime frontage of Highway 21
Retirement community	Specialty retirement community developers	Health care providers. Specialty service providers & retailers	Land available for new build communities, aimed at the more mobile retirees
Training	First responder training. Police training. Corporate training. Medical/dental training	First responder equipment manufacturers. Security equipment. Training services. Equipment maintenance. Personnel services.	A location that was designed and developed as a place to train people. Ease of access combined with privacy and the right facilities
Light industrial and processing	Printing. Metalworking. Motor vehicle parts. Control and electrical equipment. Wood products and furniture. Food processing	Warehousing, distribution and logistics. Machine tool maintenance. Assembly line maintenance. Employee services (Cleaning/retailing/food/beverage/housing/leisure)	Close to I20. Served by a railhead. Access to local and regional markets. Growing local labor force. Availability of housing and other facilities
Warehouse and distribution	Logistics, warehousing and distribution firms supporting growing regional industrial and retail markets	Employee services (Cleaning/retailing/food/beverage/housing/leisure)	Eastern bypass provides access to regional road network, including Interstates. Served by a railhead. Access to local and regional markets
Office	Publishing. Telecommunications services. Back-office services.	Office support services (stationery supplies/reprodution facilities/cleaning and janitorial). Employee services (Cleaning/retailing/food/beverage/housing/leisure)	The low cost alternitive to maintaining facilities and labor in large metro areas
Research	Chemical-related research. Companies requireing high quality environment combined with quiet and privacy. First-responder research	Office support services (stationery supplies/reprodution facilities/cleaning and janitorial). Employee services (Cleaning/retailing/food/beverage/housing/leisure)	Seclusion in a town that understands chemical research. Spin-off opportunities locally and regionally.

Phase Three			
Light industrial	Large, low-density space users that require 100-plus acre sites	Truck fleet maintenance. Machine tool maintenance. Assembly line maintenance. Employee services (Cleaning/retailing/food/beverage/housing/leisure)	Large low-cost greenfield sites in single ownership, close to regional communications network. Proven State incentive packages available
Office	Publishing. Telecommunications services. Back-office services	Office support services (stationery supplies/reprodution facilities/cleaning and janitorial). Employee services (Cleaning/retailing/food/beverage/housing/leisure)	The low cost alternitive to maintaining facilities and labor in large metro areas
Research	Chemical-related research. Companies requireing high quality environment combined with quiet and privacy. First-responder research	Office support services (stationery supplies/reprodution facilities/cleaning and janitorial). Employee services (Cleaning/retailing/food/beverage/housing/leisure)	

9.0 Business Plan Pro Forma

The modified preferred plan covers a 21-year period during which a variety of private and public reinvestments in Fort McClellan have been forecast and allocated to the site. This section discusses the net cost implications of this proposed development. The purposes of doing so are to:

- Estimate potential costs and revenues during the first 15-years of plan implementation
- Provide a forecasting model which can compare costs and revenues as assumptions are changed over time by the FMRRA
- Monitor costs and revenues to determine if forecasts were achieved

In the field of real estate development, 15 years is an extremely long time during which markets will ebb and flow and new products may be expected to enter the field. As a result, it is recommended that the FMRRA staff maintain a capacity to operate this model in order to use it, as required.

In light of the inherent variables associated with the 20-year development of the installation, a sensitivity analysis was applied to the Business Plan Pro Forma in recognition of changing market conditions, of the requirement for planning flexibility, and of the ability of the local community to afford the complete development. The Preferred Land Use Plan represents the complete development vision of the local community. It is the product of extensive community involvement in the planning process and develops an aggressive vision for the property. It represents the preferred development strategy.

Alternative strategies exist to achieve the same goals and objectives, however. The sensitivity analysis postures the community to succeed with its development, but at a lower cost. The goals of job creation, facility reuse, and of regional economic development are, nevertheless, preserved. The alternative development pro forma substantially curtails the 17-year debt burden associated with the project. It also postpones major capital improvements projects to the later stages of the development. The alternative analysis provides for a more manageable cash flow.

9.1 Cash Flow Components

Under the National Defense Authorization Act for Fiscal Year 1994, a new real property conveyance method was created in order to achieve economic development objectives. It is the EDC application which permits transfer of real and personal property at or below fair market value. An application must contain many elements prescribed by the Department of Defense, some of which are wholly or partly included in the three phases of the Reuse Plan. The most detailed portion of the application is the project's financial feasibility. This section of the application is a cash flow analysis which quantifies the costs to implement the plan during the first 15 years of development and its revenue implications. The costs and revenues are then compared to each other. Cost of utility, infrastructure, building demolition, and other improvements are estimated below. Next, the revenue potential of the sale and lease of properties and of intergovernmental transfers are estimated. Finally, the annual costs and revenues are compared to each other.

The financial analysis builds upon the modified reuse and redevelopment plan. It integrates engineering and real estate market data with information regarding anticipated availability of Federal and state economic and redevelopment assistance funds to derive a comprehensive view of future costs and revenues, or cash flow, implied by the plan. In turn, the timing and magnitude of the monetary flows provide insights into the financial feasibility given the specific assumptions and estimates underlying the analysis. Critical parameters of the cash flow analysis include the following:

- A 15-year period of analysis is used, beginning in 2000, the assumed year of initial conveyance of property to the FMRRA, and extending through 2014
- A phased property development timetable, as described in Section 5, with development coordinated with forecast market demand, public uses, and environmental constraints
- Proposed demolition, mothballing, and infrastructure investment costs, tied to the phased redevelopment and reuse schedule
- Ongoing operations and maintenance costs, including administrative costs for the FMRRA, tied to the annual and cumulative amount of development achieved at Fort McClellan

A computerized cash flow model was prepared to aid in the financial analysis. The model consists of a series of computer spreadsheet programs. Note that all monetary values are expressed in 1997 dollars.

The remainder of this section consists of four major subsections: the market overview, which summarizes the key development and absorption assumptions underlying the cash flow analysis; the redevelopment costs, which summarize the capital, operating, and maintenance costs strictly associated with the proposed reuse; the anticipated revenues, which address revenue flows by major source and year; and the net revenues and conclusions, which combine the cost and revenue forecasts to derive annual cash flow and its discounted value for the entire 15-year analysis period.

9.2 Market Overview

The phased development plan seeks to achieve orderly reuse and redevelopment and is responsive to market demands, environmental cleanup timetables, and preservation and construction of vital infrastructure and physical building assets. User fees and revenues from timber harvesting are considered unlikely sources of income given the problems anticipated with remediation.

The first 15 years of plan implementation will achieve only partial reuse of the vast real estate resource that is Fort McClellan. The 15-year period is envisioned to encompass three distinct phases of activity. The initial 5-year period, Phase 1, will be characterized primarily by absorption of some of the existing inventory of non-residential buildings and partial absorption of the residential housing stock. Phase 2 will see the absorption of the remaining inventory of existing buildings and dwellings and sale of land to promote a variety of new retail, office, and industrial (manufacturing and warehousing) development. Phase 3 will see a continuation of the nonresidential development initiated in Phase 2, however, the additional development will be primarily industrial uses. By the end of the 15-year period, the majority of existing buildings will be in use and sufficient land will remain to support substantial additional new development.

Residential Reuse. The Reuse Plan includes a total of 506 units of existing single- and multi-family housing units to be sold to the private sector. As described on pages 23 and 24 of the Phase 2 report, market demand in Calhoun County is forecast at 1,300 units between 2000 and 2010. Additional demand is forecast in both the owner-occupied and rental segments of the market after 2010. Sales are expected to be to developers/investors, who will rehabilitate the units before either selling units to individuals or temporarily adding them to the rental market. Disposition of these units is programmed to occur in distinct sales.

Nonresidential Reuse. Reuse of the extensive inventory of existing retail, office, and industrial buildings and building of sites to accommodate future nonresidential development is the lynchpin of achieving FMRRA objectives because they represent the greater share of buildings and land as well as revenue potential. Nonresidential reuse is phased to coincide with anticipated market demands. Buildings with the highest probability of immediate reuse would be the priority targets for environmental remediation or rehabilitation efforts, allowing local marketing efforts to commence as soon as possible. Other buildings would be mothballed in order to maintain the viability of the existing mechanical, electrical and plumbing systems and structural integrity of the structures until such time in the future when market demands support reuse.

Absorption of the existing structures is expected to begin in 2000, gaining momentum over time. However, through the end of the 15-year period, only the forecast retail space is expected to be fully absorbed, with 60,822 square feet of space being leased. Leasing of office space will absorb 137,502 square feet of the available space; however, over 194,200 square feet of existing office space will remain available. Absorption of the industrial inventory is expected to be more rapid, with over 500,000 square feet of existing space being occupied by 2014.

Not all users interested in a Fort McClellan location will find existing buildings suited to their specific needs. Thus, many additional users will be attracted the opportunities for "build-to-suit" facilities. Based on the market analysis underlying the *Preferred Reuse Plan*, new development will far outpace absorption of existing space. Total new nonresidential development is forecast to exceed 1.9 million square feet of space through 2014 compared to leasing of about 699,000 square feet of existing space. The new development will manifest itself as sales of strategically located developed sites and undeveloped parcels. The most competitive parcels will be absorbed first.

Consumer demands related to residential reuse and growth in the surrounding area, market opportunities associated with the site's proximity to I-20 and AL 21, and demands arising from nearby office and industrial development are anticipated to give rise to the construction of a community-scale shopping center development. For this analysis, the total increment of new development is assumed to occur in two phases of 196,020 square feet each. The first increment is expected to occur in 2007, year 8 of the analysis, following the absorption of the existing retail space and the initiation of office and industrial development.

In contrast to industrial development, office space construction will occur at a modest pace. Over the 15-year period, new office construction is forecast at 141,750 square feet. The limited scale of development reflects weak demand and the relative abundance of existing office space available throughout the period. As with retail development, the total increase is assumed to begin in two increments, the first in 2005, the second to follow in 2009.

The industrial market consists of a wide variety of users, with a corresponding diversity of building needs. Fort McClellan's strategic location within the southeast region combined and the availability of sites and highway accessibility will promote new construction, even prior to the lease-up of existing facilities. By 2014, more than 1.37 million square feet of new industrial construction is anticipated.

Forecast development of building space is translated to the corresponding acres of land absorption using the concept of a floor area ratio (FAR). Floor area ratios express the mathematical relationship between the amount of floor space developed on a site and the overall size of the parcel. Thus, a FAR of 0.25 indicates an average of 10,890 square feet of building space per acre. Absorption of nonresidential development sites land sales totals 176 acres, based on a 0.25 FAR. The total is distributed as follows: 36 acres of retail development, 13 acres of office use, and 127 acres devoted to new industrial development. Appendix 1 shows the timing of land sales, by type of development, as assumed for this analysis.

9.3 REVENUE ANALYSIS

The following cash flows reflect the revenues outlined above and the costs generated by the capital improvements strategy (Chapter 5).

Two cash flows have been constructed.

The first represents the costs and revenues associated with the ideal realization of the Preferred Reuse Plan. It includes the costs of a sophisticated capital improvements strategy that assumes optimum levels of build out, in response to strong market demand, irrespective of issues of cash flow financing.

The second cash flow is based on the alternative capital improvements strategy and is more sensitive to risk and the need to find realistic ways to finance the cash flow. In the second cash flow, many of the capital improvements costs have been postponed or shelved.

9.3.1 CASH FLOW ONE: THE IDEAL

REVENUES	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
RESIDENTIAL	336.000	4.055.000	2.060.000	2.435.000	1.250.000	10,136,000
INDUSTRIAL	83.160	116.310	146.310	184.830	214.830	745,440
OFFICES	32.500	65.000	147.500	146.250	1.656.545	2,047,795
RETAIL	66.000	132.000	1.164.080	132.000	1.236.240	2,730,320
Annual Total Revenue	517.660	4.368.310	3.517.890	2.898.080	4.357.615	15.659.555
Cumulative Total Revenue	517.660	4.885.970	8.403.860	11.301.940	15.659.555	

COSTS	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
TRANSPORTATION	21.375.217	2.552.820	1.887.264	1.887.264	1.887.264	29,589,830
UTILITIES	7.053.876	1.914.503	1.315.629	1.327.312	1.339.579	12,950,900
BUILDING/MISC.	3.311.720	663.770	663.770	663.770	663.770	5,966,800
MOTHBALLING	1.035.680	918.680	823.115	726.240	658.004	4,161,718
MANAGEMENT	3.277.649	604.977	468.978	460.459	454.862	5.266.925
Annual Total Costs	36.054.142	6.654.750	5.158.756	5.065.045	5.003.479	57.936.172
Cumulative Total Costs	36.054.142	42.708.892	47.867.648	52.932.693	57.936.172	

Annual Surplus/Deficit	-35.536.482	-2.286.440	-1.640.866	-2.166.965	-645.864
Cumulative Surplus/Deficit	-35.536.482	-37.822.922	-39.463.788	-41.630.753	-42.276.617

REVENUES	PHASE TWO							
	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
RESIDENTIAL	0	0	1,575,000	0	0	0	0	1,575,000
INDUSTRIAL	291,960	507,450	567,450	627,450	672,450	6,167,982	1,393,118	10,227,860
OFFICES	281,820	195,000	292,500	390,000	677,580	585,000	855,668	3,377,548
RETAIL	13,552	98,560	1,170,000	0	0	1,170,000	520,000	2,972,112
Annual Total Revenue	587,332	801,010	3,604,950	1,017,450	1,350,030	7,922,982	2,768,786	18,052,540
Cumulative Total Revenue	16,246,887	17,047,897	20,652,847	21,670,297	23,020,327	30,943,309	33,712,095	

COSTS	PHASE TWO							
	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
TRANSPORTATION	7,572,417	6,959,339	6,959,339	6,959,339	6,959,339	6,959,339	6,959,339	49,328,449
UTILITIES	12,451,722	1,762,870	1,777,071	1,791,982	1,807,638	1,824,077	1,841,338	23,254,498
BUILDING/MISC.	2,727,107	698,107	1,915,107	698,107	698,107	698,107	698,107	8,132,750
MOTHBALLING	580,754	532,004	483,254	434,504	393,254	356,895	306,060	3,846,722
MANAGEMENT	1,983,220	845,947	946,455	840,134	837,959	836,265	833,412	7,123,393
Annual Total Costs	25,315,220	10,798,267	12,081,226	10,724,065	10,696,296	10,674,683	10,638,255	90,928,011
Cumulative Total Costs	83,251,392	94,049,659	106,130,885	116,854,950	127,551,245	138,225,928	148,864,184	

Annual Surplus/Deficit	-24,727,888	-9,997,257	-8,476,276	-9,706,615	-9,346,266	-2,751,701	-7,869,469
Cumulative Surplus/Deficit	-67,004,505	-77,001,762	-85,478,038	-95,184,653	-104,530,918	-107,282,619	-115,152,089

REVENUES	PHASE THREE			
	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
RESIDENTIAL	0	0	0	0
INDUSTRIAL	589,950	4,678,346	8,542,866	13,811,162
OFFICES	845,000	975,000	1,105,000	2,925,000
RETAIL	0	975,000	0	975,000
Annual Total Revenue	1,434,950	6,628,346	9,647,866	17,711,162
Cumulative Total Revenue	35,147,045	41,775,391	51,423,257	

COSTS	PHASE THREE			
	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
TRANSPORTATION	7,729,482	3,967,591	3,967,591	15,664,663
UTILITIES	3,917,236	2,343,267	2,363,248	8,623,751
BUILDING/MISC.	657,270	407,270	407,270	1,471,810
MOTHBALLING	254,810	207,209	164,518	626,537
MANAGEMENT	941,910	519,400	517,697	1,979,007
Annual Total Costs	13,500,708	7,444,737	7,420,323	28,365,768
Cumulative Total Costs	162,364,891	169,809,628	177,229,951	

Annual Surplus/Deficit	-12,065,758	-816,391	2,227,543
Cumulative Surplus/Deficit	-127,217,846	-128,034,237	-125,806,694

9.3.2 CASH FLOW TWO: THE ALTERNATIVE

REVENUES	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
RESIDENTIAL	336.000	4.055.000	2.060.000	2.435.000	1.250.000	10,136,000
INDUSTRIAL	83.160	116.310	146.310	184.830	214.830	745,440
OFFICES	32.500	65.000	147.500	146.250	1.656.545	2,047,795
RETAIL	66.000	132.000	1.164.080	132.000	1.236.240	2,730,320
Annual Total Revenue	517.660	4.368.310	3.517.890	2.898.080	4.357.615	15.659.555
Cumulative Total Revenue	517.660	4.885.970	8.403.860	11.301.940	15.659.555	

COSTS	PHASE ONE					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2000	2001	2002	2003	2004	Phase Total
TRANSPORTATION	1.654.788	499.512	251.744	251.744	251.744	2,909,531
UTILITIES	3.877.907	1.406.147	872.274	883.957	896.224	7,936,509
BUILDING/MISC.	3.311.720	663.770	663.770	663.770	663.770	5,966,800
MOTHBALLING	1.035.680	918.680	823.115	726.240	658.004	4,161,718
MANAGEMENT	988.009	348.811	361.090	252.571	246.974	2,097,456
Annual Total Costs	10.868.104	3.836.920	2.871.993	2.778.282	2.716.715	16.812.840
Cumulative Total Costs	10.868.104	14.705.024	17.577.017	20.355.298	23.072.014	

Annual Surplus/Deficit	-10.350.444	531.390	645.897	119.798	1.640.900
Cumulative Surplus/Deficit	-10.350.444	-9.819.054	-9.173.157	-9.053.358	-7.412.459

REVENUES	PHASE TWO							
	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
RESIDENTIAL	0	0	1,575,000	0	0	0	0	1,575,000
INDUSTRIAL	291,960	507,450	567,450	627,450	672,450	6,167,982	1,393,118	10,227,860
OFFICES	281,820	195,000	292,500	390,000	677,580	585,000	855,668	3,277,568
RETAIL	13,552	98,560	1,170,000	0	0	1,170,000	520,000	2,972,112
Annual Total Revenue	587,332	801,010	3,604,950	1,017,450	1,350,030	7,922,982	2,768,786	18,052,540
Cumulative Total Revenue	16,246,887	17,047,897	20,652,847	21,670,297	23,020,327	30,943,309	33,712,095	

COSTS	PHASE TWO							
	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	
	2005	2006	2007	2008	2009	2010	2011	Phase Total
TRANSPORTATION	2,269,931	2,062,838	2,062,838	2,062,838	2,062,838	2,062,838	2,062,838	14,646,962
UTILITIES	11,883,548	1,194,696	1,208,897	1,223,807	1,239,463	1,255,903	1,273,164	19,279,478
BUILDING/MISC.	2,727,107	698,107	1,915,107	698,107	698,107	698,107	698,107	8,132,750
MOTHBALLING	580,754	532,004	483,254	434,504	393,254	356,895	306,060	3,086,722
MANAGEMENT	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	3,837,403
Annual Total Costs	18,945,554	4,869,095	6,152,054	4,794,893	4,767,123	4,745,512	4,709,084	48,983,315
Cumulative Total Costs	35,758,394	40,627,489	46,779,542	51,574,436	56,341,560	61,087,071	65,796,155	

Annual Surplus/Deficit	-18,358,222	-4,068,085	-2,547,104	-3,777,443	-3,417,093	3,177,470	-1,940,298
Cumulative Surplus/Deficit	-25,770,681	-29,838,766	-32,385,870	-36,163,313	-39,580,406	-36,402,936	-38,343,233

REVENUES

	PHASE THREE			
	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
RESIDENTIAL	0	0	0	0
INDUSTRIAL	589,950	4,678,346	8,542,866	13,811,162
OFFICES	845,000	975,000	1,105,000	2,925,000
RETAIL	0	975,000	0	975,000
Annual Total Revenue	**1,434,950**	**6,628,346**	**9,647,866**	**17,711,162**
Cumulative Total Revenue	35,147,045	41,775,391	51,423,257	

COSTS

	PHASE THREE			
	Year 13	Year 14	Year 15	
	2012	2013	2014	Phase Total
TRANSPORTATION	6,167,167	2,811,261	2,811,261	11,789,689
UTILITIES	3,315,501	1,741,532	1,761,513	6,818,546
BUILDING/MISC.	657,270	407,270	407,270	1,471,810
MOTHBALLING	254,810	207,209	164,518	626,537
MANAGEMENT	779,606	387,545	385,842	1,552,994
Annual Total Costs	**11,174,353**	**5,554,818**	**5,530,404**	**22,259,575**
Cumulative Total Costs	76,970,509	82,525,326	88,055,730	

Annual Surplus/Deficit	-9,739,403	1,073,528	4,117,462
Cumulative Surplus/Deficit	**-48,082,637**	**-47,009,109**	**-42,891,646**

APPENDIX 1

Fort McClellan Reuse Plan

Implementation Strategy

A National Wildlife Refuge at Fort McClellan

The U.S. Fish and Wildlife Service (Service), Southeast Region, in full partnership with the Alabama Department of Conservation, Game and Fish Division, proposes to establish the Mountain Longleaf National Wildlife Refuge on approximately 10,000 acres of unique habitat at Fort McClellan, Alabama.

Several organizations, including the Longleaf Alliance, Alabama Natural HeritageProgram, Auburn University, The Nature Conservancy (Alabama Chapter), Alabama Audubon Council, Alabama Environmental Council, Alabama Wildlife Federation, and Alabama Ornithological Society have urged the LRA to preserve the longleaf pine and hardwood habitat on Fort McClellan. The Service wrote the LRA in December, 1996, and indicated a desire to work with the LRA in formulating plans to preserve this valuable habitat. This letter proposed a partnership concept between the Service and the Alabama Department of Conservation and Natural Resources, Game and Fish Division, to ensure that this occurs. The Alabama Game and Fish Division strongly supports the refuge proposal and will share in the management responsibilities. Fort McClellan has offered a public hunting program for many years and both the Alabama Game and Fish Division and the Fish and Wildlife Service want to ensure that these opportunities are continued after the base closes.

The objectives of the refuge proposal are:

1) to preserve and enhance the natural mountain longleaf pine ecosystem,

2) to help perpetuate the neotropical migratory bird resource,

3) to preserve a natural diversity and abundance of fauna and flora with special emphasis on endangered and threatened species,

4) to provide compatible, wildlife-dependent recreational opportunities such as hunting, fishing, wildlife observation, photography, etc., and

5) to promote an understanding and appreciation of fish and wildlife ecology .

These obectives will be accomplished through a partnership between the Service and the Alabama Game and Fish Division. Both agencies will be actively involved in the on ground management at the refuge. Several coordination meetings have been held and the plans currently being formulated propose that the Game and Fish Division would have responsibility for hunting and fishing programs and also any hunter education facilities such as a shooting range. The Service would have responsibility for endangered species, migratory birds, preservation of the mountain longleaf pine habitat, and environmental education/interpretation. Obviously some of the responsibilities, such as habitat management, will require joint efforts. Other potential partners include the city of Anniston, the Anniston Museum of Natural History and Jacksonville State University.

The proposed refuge area would come to the Service through an interagency transfer, so no Service acquisition funds will be required. This transfer process may take several years to complete due to contaminant cleanup issues. In the interim, the Service and Alabama Game and Fish Division will attempt to develop a Memorandum of Agreement with Army for management of Fort McClellan.

APPENDIX 2

Fort McClellan Reuse Plan

Implementation Strategy

Buildings to be Demolished and Retained

November 1997

SUMMARY TABLE

Phase #	Parcel #	Total built Space (Sq.Ft.)	Space to be retained (Sq. Ft.)	Space to be demolished (Sq. Ft.)	After Demolition: Total Acres	Built Acres	Cleared Acres	Reserve Acres
Ia	1	261,924	261,924	0	180	80	100	0
Ia	2	353,519	351,919	0	173	77	96	0
Ia	3	107,802	107,802	0	57	47	10	10
Ia	4	14,860	14,860	0	168	168	0	0
Ia	5	176,557	149,863	26,694	18	18	0	0
Ia	6	323,024	303,356	19,668	43	19	24	0
Ia	7	82,561	-	-	15	15	0	0
Ia	8	-	-	-	-	-	-	-
Ib	1	502,864	465,740	37,124	77	71	6	6
Ib	2	242,020	205,139	36,881	46	41	5	5
Ib	3	59,426	59,426	0	14	14	0	0
Ib	4	21,614	21,614	0	35	18	17	0
Ib	5	470,736	470,736	0	92	92	0	0
Ib	6	195,447	164,249	31,198	39	26	13	13
Ib	7	346,304	259,461	86,843	63	18	45	45
II	1	268,236	13,051	255,185	69	0	69	35
II	2	14,001	5,993	0	22	0	22	8
II	3	83,153	83,153	0	31	31	0	0
II	4	56,142	16,099	30,494	41	4	37	15
II	5	290,070	290,070	0	67	21	46	46
II	6	186,199	180,766	5,433	28	6	22	0
II	7	8,374	1,044	7,330	23	0	23	10
II	8	114,887	0	111,455	82	0	82	50
II	9	121,069	33,409	80,630	87	0	87	50
II	10	15,731	3,158	0	33	0	33	10
II	11	-	-	-	60	8	52	40
II	12	-	-	-	22	0	22	10
II	13	-	-	-	19	0	19	10
III	1	3,576	3,576	0	44	2	42	42
III	2	-	-	-	54	0	54	35
III	3	-	-	-	73	0	73	50
III	4	-	-	-	176	0	176	150
III	5	-	-	-	64	0	64	45
NG	1-5	1,314,558	-	-	393			
OS	1	-	-	-	10			
OS	2	-	-	-	132			
OS	3	-	-	-	110			
OS	4	229,611	23,898	205,713	28			
OS	5	5,614	0	5,614	186	2		
OS	6	91,940	86,634	2,277	98			
OS	7	-	-	-	53			
OS	8	88,895	7,683	81,212	90			
OS	9	21,186	0	21,186	104			
OS	10	45,843	0	25,727	165			
R	1	-	-	-	137	0	137	0
R	2	-	-	-	512			
R	3	-	-	-	27	0	27	7
R	4	-	-	-	316	0	316	0
R	5	-	-	-	378	0	378	120
R.OS	6	-	-	-	265			
R.OS	7	-	-	-	444			
R.OS	8	-	-	-	1000			
R.OS	9	104,785	104,785	0	1000			
R	10	-	-	-	93	0	93	0
	Totals	6,222,528	3,689,408	1,070,664	7,556	778	2,190	812

Phase #	Total built Space (Sq.Ft.)	Space to be retained (Sq. Ft.)	Space to be demolished (Sq. Ft.)	After Demolition: Total Acres	Built Acres	Acres	Reserve Acres
Ia	1,320,247	1,189,724	46,362	654	424	230	10
Ib	1,838,411	1,646,365	192,046	366	280	86	69
2	1,157,862	626,743	490,527	584	70	514	284
3	3,576	3,576	0	411	2	409	322
NG	1,314,558	0	0	393	0	0	0
OS	483,089	118,215	341,729	976	2	0	0
Remdiation	104,785	104,785	0	4,172	0	951	127
Totals	6,222,528	3,689,408	1,070,664	7,556	778	2,190	812

Phase	Parcel	Building No.	Building Name	Sq. Ft.	Current Use	Proposed Use	Year	Status
1a	1	3702	FH JR NCO/ENL	10,705	8F Residential	Residential	1941	Retain
1a	1	3704	FH JR NCO/ENL	10,705	8F Residential	Residential	1941	Retain
1a	1	3706	FH JR NCO/ENL	10,705	8F Residential	Residential	1941	Retain
1a	1	3708	FH JR NCO/ENL	5,266	4F Residential	Residential	1941	Retain
1a	1	3710	FH JR NCO/ENL	5,266	4F Residential	Residential	1990	Retain
1a	1	3712	FH JR NCO/ENL	10,705	8F Residential	Residential	1941	Retain
1a	1	3714	FH JR NCO/ENL	5,266	4F Residential	Residential	1941	Retain
1a	1	3716	FH JR NCO/ENL	5,266	4F Residential	Residential	1941	Retain
1a	1	3717	FH JR NCO/ENL	2,717	2F Residential	Residential	1941	Retain
1a	1	3718	FH JR NCO/ENL	5,266	4F Residential	Residential	1941	Retain
1a	1	3719	FH JR NCO/ENL	11,495	8F Residential	Residential	1940	Retain
1a	1	3720	FH JR NCO/ENL	6,057	4F Residential	Residential	1941	Retain
1a	1	3721	FH JR NCO/ENL	6,057	4F Residential	Residential	1941	Retain
1a	1	3722	FH JR NCO/ENL	6,057	4F Residential	Residential	1941	Retain
1a	1	3724	FH JR NCO/ENL	6,057	4F Residential	Residential	1941	Retain
1a	1	3725	FH JR NCO/ENL	6,057	4F Residential	Residential	1977	Retain
1a	1	3726	FH JR NCO/ENL	6,057	4F Residential	Residential	1940	Retain
1a	1	3727	FH JR NCO/ENL	11,495	8F Residential	Residential	1941	Retain
1a	1	3728	FH JR NCO/ENL	11,495	8F Residential	Residential	1941	Retain
1a	1	3729	FH JR NCO/ENL	11,495	8F Residential	Residential	1941	Retain
1a	1	3730	FH JR NCO/ENL	11,495	8F Residential	Residential	1940	Retain
1a	1	3731	FH JR NCO/ENL	11,495	8F Residential	Residential	1941	Retain
1a	1	3732	FH JR NCO/ENL	11,495	8F Residential	Residential	1936	Retain
1a	1	3737	FH JR NCO/ENL	2,346	2F Residential	Residential	1948	Retain
1a	1	3738	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
1a	1	3739	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
1a	1	3740	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
1a	1	3742	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
1a	1	3743	FH JR NCO/ENL	2,346	2F Residential	Residential	1918	Retain
1a	1	3744	FH JR NCO/ENL	2,346	2F Residential	Residential	1936	Retain
1a	1	3745	FH JR NCO/ENL	2,346	2F Residential	Residential	1936	Retain
1a	1	3746	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
1a	1	3748	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
1a	1	3761	FH JR NCO/ENL	2,346	2F Residential	Residential	1991	Retain
1a	1	3763	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
1a	1	3765	FH JR NCO/ENL	2,346	2F Residential	Residential	1943	Retain
1a	1	3766	FH JR NCO/ENL	2,346	2F Residential	Residential	1970	Retain
1a	1	3767	FH JR NCO/ENL	2,703	2F Residential	Residential	1994	Retain
1a	1	3768	FH JR NCO/ENL	2,703	2F Residential	Residential	1970	Retain
1a	1	3769	FH JR NCO/ENL	2,703	2F Residential	Residential	1991	Retain
1a	1	3770	FH JR NCO/ENL	2,346	2F Residential	Residential	1987	Retain

		3517	FH JR NCO/ENL	2,717				Retain
		3771	FH JR NCO/ENL	2,346				Retain
		3772	FH JR NCO/ENL	2,346				Retain
		3773	FH JR NCO/ENL	2,703				Retain
		3774	FH JR NCO/ENL	2,703				Retain
		3775	FH JR NCO/ENL	2,346				Retain
		3776	FH JR NCO/ENL	2,346				Retain
		3777	FH JR NCO/ENL	2,703				Retain
		3778	FH JR NCO/ENL	2,346				Retain
		3779	FH JR NCO/ENL	2,346				Retain
		3780	FH JR NCO/ENL	2,346				Retain
		3781	FH JR NCO/ENL	2,703				Retain
	Parcel Total			**261,924**				
Ia	2	2262	BN HQ Bldg	4,078	Office	NG	1958	Retain
Ia	2	2269	Gen Instructional	1,600	Classroom	NA	1974	NG
Ia	2	3400	FH LTC/MAJ	1,785	SF Residential	Residential	1955	Retain
Ia	2	3401	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3402	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3403	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3404	FH LTC/MAJ	1,785	SF Residential	Residential	1957	Retain
Ia	2	3405	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3406	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3407	FH LTC/MAJ	1,785	SF Residential	Residential	1957	Retain
Ia	2	3408	FH LTC/MAJ	1,785	SF Residential	Residential	1958	Retain
Ia	2	3409	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3410	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3411	FH LTC/MAJ	3,485	2F Residential	Residential	1930	Retain
Ia	2	3500	FH JR NCO/ENL	4,258	4F Residential	Residential	1977	Retain
Ia	2	3501	FH JR NCO/ENL	4,258	4F Residential	Residential	1994	Retain
Ia	2	3502	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
Ia	2	3503	FH SR NCO	2,717	2F Residential	Residential	1930	Retain
Ia	2	3504	FH JR NCO/ENL	2,446	2F Residential	Residential	1930	Retain
Ia	2	3505	FH SR NCO	2,628	2F Residential	Residential	1930	Retain
Ia	2	3506	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
Ia	2	3507	FH SR NCO	2,719	2F Residential	Residential	1930	Retain
Ia	2	3508	FH JR NCO/ENL	4,258	4F Residential	Residential	1941	Retain
Ia	2	3509	FH SR NCO	2,628	2F Residential	Residential	1930	Retain
Ia	2	3510	FH JR NCO/ENL	2,446	2F Residential	Residential	1930	Retain
Ia	2	3511	FH JR NCO/ENL	2,628	2F Residential	Residential	1930	Retain
Ia	2	3512	FH JR NCO/ENL	4,258	4F Residential	Residential	1955	Retain
Ia	2	3513	FH JR NCO/ENL	2,628	2F Residential	Residential	1936	Retain
Ia	2	3514	FH JR NCO/ENL	2,446	2F Residential	Residential	1930	Retain

1a	2	3515	FH JR NCO/ENL	2,717	2F Residential	Residential	1956	Retain
1a	2	3516	FH JR NCO/ENL	4,258	4F Residential	Residential	1941	Retain
1a	2	3518	FH JR NCO/ENL	2,446	2F Residential	Residential	1936	Retain
1a	2	3519	FH JR NCO/ENL	2,628	2F Residential	Residential	1936	Retain
1a	2	3520	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3522	FH JR NCO/ENL	4,258	4F Residential	Residential	1941	Retain
1a	2	3524	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3526	FH JR NCO/ENL	2,446	2F Residential	Residential	1924	Retain
1a	2	3527	PVT/Org Club	2,166	Community	Residential	1941	Retain
1a	2	3528	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3529	FH JR NCO/ENL	2,446	2F Residential	Residential	1931	Retain
1a	2	3530	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3531	FH JR NCO/ENL	5,481	5F Residential	Residential	1940	Retain
1a	2	3532	FH JR NCO/ENL	4,258	4F Residential	Residential	1941	Retain
1a	2	3533	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3534	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3535	FH JR NCO/ENL	5,481	5F Residential	Residential	1940	Retain
1a	2	3536	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3537	FH JR NCO/ENL	2,446	2F Residential	Residential	1936	Retain
1a	2	3538	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3540	FH JR NCO/ENL	6,704	6F Residential	Residential	1940	Retain
1a	2	3542	FH JR NCO/ENL	6,794	6F Residential	Residential	1977	Retain
1a	2	3611	FH SR NCO	3,238	2F Residential	Residential	1936	Retain
1a	2	3612	FH SR NCO	2,755	2F Residential	Residential	1978	Retain
1a	2	3614	FH SR NCO	2,755	2F Residential	Residential	1978	Retain
1a	2	3615	FH SR NCO	3,238	2F Residential	Residential	1966	Retain
1a	2	3616	FH SR NCO	2,755	2F Residential	Residential	1937	Retain
1a	2	3617	FH SR NCO	3,238	2F Residential	Residential	1958	Retain
1a	2	3618	FH SR NCO	2,755	2F Residential	Residential	1964	Retain
1a	2	3619	FH SR NCO	2,755	2F Residential	Residential	1930	Retain
1a	2	3620	FH SR NCO	2,755	2F Residential	Residential	1970	Retain
1a	2	3622	FH SR NCO	3,238	2F Residential	Residential	1955	Retain
1a	2	3623	FH SR NCO	2,755	2F Residential	Residential	1936	Retain
1a	2	3624	FH SR NCO	3,238	2F Residential	Residential	1930	Retain
1a	2	3625	FH SR NCO	2,755	2F Residential	Residential	1937	Retain
1a	2	3626	FH SR NCO	3,238	2F Residential	Residential	1957	Retain
1a	2	3627	FH SR NCO	2,755	2F Residential	Residential	1932	Retain
1a	2	3628	FH SR NCO	3,238	2F Residential	Residential	1936	Retain
1a	2	3629	FH SR NCO	2,755	2F Residential	Residential	1930	Retain
1a	2	3630	FH SR NCO	3,238	2F Residential	Residential	1936	Retain
1a	2	3631	FH SR NCO	3,238	2F Residential	Residential	1937	Retain
1a	2	3632	FH SR NCO	2,755	2F Residential	Residential	1936	Retain

la	2	3633	FH SR NCO	3,238	2F Residential	Residential	1932	Retain
la	2	3634	FH SR NCO	3,238	2F Residential	Residential	1934	Retain
la	2	3635	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3636	FH SR NCO	2,755	2F Residential	Residential	1960	Retain
la	2	3637	FH SR NCO	3,238	2F Residential	Residential	1986	Retain
la	2	3638	FH SR NCO	3,238	2F Residential	Residential	1957	Retain
la	2	3639	FH SR NCO	3,238	2F Residential	Residential	1983	Retain
la	2	3640	FH SR NCO	3,238	2F Residential	Residential	1934	Retain
la	2	3641	FH SR NCO	2,755	2F Residential	Residential	1954	Retain
la	2	3642	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3643	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3644	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3648	FH SR NCO	2,755	2F Residential	Residential	1941	Retain
la	2	3650	FH SR NCO	3,238	2F Residential	Residential	1962	Retain
la	2	3652	FH SR NCO	3,238	2F Residential	Residential	1930	Retain
la	2	3659	FH SR NCO	2,755	2F Residential	Residential	1941	Retain
la	2	3660	FH SR NCO	3,238	2F Residential	Residential	1994	Retain
la	2	3661	FH SR NCO	3,238	2F Residential	Residential	1959	Retain
la	2	3663	FH SR NCO	2,755	2F Residential	Residential	1962	Retain
la	2	3664	FH SR NCO	3,238	2F Residential	Residential	1956	Retain
la	2	3665	FH SR NCO	3,238	2F Residential	Residential	1942	Retain
la	2	3666	FH SR NCO	3,238	2F Residential	Residential	1942	Retain
la	2	3667	FH SR NCO	3,238	2F Residential	Residential	1942	Retain
la	2	3668	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3669	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3670	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3671	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3672	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
la	2	3673	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
	Parcel Total			**353,519**				
la	3	3303	FH CO/WO	2,755	2F Residential	Retirement	1930	Retain
la	3	3310	FH CO/WO	2,755	2F Residential	Retirement	1930	Retain
la	3	3311	FH CO/WO	2,755	2F Residential	Retirement	1930	Retain
la	3	3313	FH CO/WO	2,755	2F Residential	Retirement	1930	Retain
la	3	3314	FH CO/WO	2,755	2F Residential	Retirement	1930	Retain
la	3	3315	FH CO/WO	3,238	2F Residential	Retirement	1930	Retain
la	3	3316	FH CO/WO	2,552	2F Residential	Retirement	1930	Retain
la	3	3317	FH CO/WO	2,755	2F Residential	Retirement	1936	Retain
la	3	3318	FH CO/WO	3,238	2F Residential	Retirement	1936	Retain
la	3	3319	FH CO/WO	2,755	2F Residential	Retirement	1941	Retain
la	3	3322	FH CO/WO	2,755	2F Residential	Retirement	1936	Retain
la	3	3323	FH CO/WO	2,755	2F Residential	Retirement	1957	Retain

Ia	3	3324	FH CO/WO	3,238	2F Residential	Retirement	1957	Retain
Ia	3	3325	FH CO/WO	2,755	2F Residential	Retirement	1957	Retain
Ia	3	3326	FH CO/WO	2,755	2F Residential	Retirement	1959	Retain
Ia	3	3327	FH CO/WO	2,755	2F Residential	Retirement	1957	Retain
Ia	3	3328	FH CO/WO	3,238	2F Residential	Retirement	1957	Retain
Ia	3	3329	FH CO/WO	3,238	2F Residential	Retirement	1957	Retain
Ia	3	3330	FH CO/WO	2,755	2F Residential	Retirement	1957	Retain
Ia	3	3331	FH CO/WO	2,755	2F Residential	Retirement	1957	Retain
Ia	3	3334	FH CO/WO	3,209	2F Residential	Retirement	1957	Retain
Ia	3	3335	FH CO/WO	3,209	2F Residential	Retirement	1954	Retain
Ia	3	3336	FH CO/WO	3,209	2F Residential	Retirement	1957	Retain
Ia	3	3337	FH CO/WO	3,209	2F Residential	Retirement	1941	Retain
Ia	3	3338	FH CO/WO	3,209	2F Residential	Retirement	1941	Retain
Ia	3	3339	FH CO/WO	3,209	2F Residential	Retirement	1988	Retain
Ia	3	3340	FH CO/WO	3,209	2F Residential	Retirement	1937	Retain
Ia	3	3341	FH CO/WO	3,209	2F Residential	Retirement	1958	Retain
Ia	3	3342	FH CO/WO	3,209	2F Residential	Retirement	1954	Retain
Ia	3	3343	FH CO/WO	3,209	2F Residential	Retirement	1965	Retain
Ia	3	3600	Youth Center	18,400	Recreation	Public use	1955	Retain
	Parcel Total			**107,802**				
NG	4	2247	Clubhouse	9,900	Recreation	Active Rec.	1941	Retain
Ia	4	2248	Golf Maint	2,960	Recreation	Active Rec.	1955	Retain
Ia	4	2252	Golf Maint	2,000	Recreation	Active Rec.	1955	Retain
	Parcel Total			**14,860**				
Ia	5	500	Admin	39,777	Office	Edu./Training	1976	Retain
Ia	5	501	Enlisted UPH	33,070	MF Residential	Edu./Training	1988	Retain
Ia	5	502	Enlisted UPH	5,796	MF Residential	Edu./Training	1941	Retain
Ia	5	503	Admin/Instructional	16,455	Classroom	Edu./Training	1941	Retain
Ia	5	504	Dining Facility	8,502	Dining	Edu./Training	1941	Retain
Ia	5	505	Admin	49,500	Office	Edu./Training	1954	Retain
Ia	5	680	Limit Use Instructional	36,540	Classroom	Edu./Training	1942	Retain
Ia	5	1271	Gen Instructional	17,920	Classroom	OS	1941	Demolish
Ia	5	1307	At Enl Barracks	2,232	MF Residential	OS	1953	Demolish
Ia	5	1358	AT Enl Barracks	1,150	Mf Residential	OS	1954	Demolish
Ia	5	1375	At Enl Barracks	2,284	MF Residential	OS	1953	Demolish
Ia	5	1398	Storage - Instructional	3,108	Storage	OS	1985	Demolish
	Parcel Total			**176,557**				
Ia	6	900	UOQ Transient	1,990	SF Residential	Industrial	1957	Retain
Ia	6	916	AT ENL Barracks	3,540	MF Residential	NA	1954	Retain
Ia	6	917	AT ENL Barracks	4,500	MF Residential	NA	1954	Demolish
Ia	6	918	AT ENL Barracks	4,425	MF Residential	NA	1954	Demolish
Ia	6	925	AT ENL Barracks	3,075	MF Residential	NA	1954	Demolish
Ia	6	926	AT ENL Barracks	3,075	MF Residential	NA	1988	Demolish

Ia	6	927	AT ENL Barracks	4,593	MF Residential	NA	1977	Demolish
Ia	6	934	CO HQ Bldg	4,847	Office	Industrial	1959	Retain
Ia	6	935	Enlisted UPH	30,399	MF Residential	Industrial	1995	Retain
Ia	6	936	CO HQ Bldg	4,847	Office	Industrial	1959	Retain
Ia	6	937	Enlisted UPH	30,399	MF Residential	Industrial	1995	Retain
Ia	6	938	Enlisted UPH	30,399	MF Residential	Industrial	1956	Retain
Ia	6	939	CO HQ Bldg	4,847	Office	Industrial	1959	Retain
Ia	6	940	Transient UPH	30,399	MF Residential	Industrial	1937	Retain
Ia	6	941	Transient UPH	30,399	MF Residential	Industrial	1977	Retain
Ia	6	942	CO HQ Bldg	4,847	Office	Industrial	1959	Retain
Ia	6	943	Transient UPH	30,399	MF Residential	NA	1954	Retain
Ia	6	944	Transient UPH	30,399	MF Residential	Industrial	1954	Retain
Ia	6	945	Transient UPH	30,399	MF Residential	Industrial	1954	Retain
Ia	6	946	Transient UPH	30,399	MF Residential	Industrial	1975	Retain
Ia	6	947	CO HQ Bldg	4,847	Office	Industrial	1959	Retain
Parcel Total				**323,024**				
Ia	7	1213	Enl Barracks/Dining	16,772	MF Residential	Public Convey	1988	HUD
Ia	7	1216	UOQ Military	3,344	MF Residential	Public Convey	1954	HUD
Ia	7	1211	Enl Barracks/Dining	16,772	MF Residential	Public Convey	1954	HUD
Ia	7	1212	Enl Barracks/Dining	16,772	MF Residential	Public Convey	1956	HUD
Ia	7	1215	Enl Barracks/Dining	16,772	MF Residential	Public Convey	1954	HUD
Ia	7	1218	UOQ Military	3,344	MF Residential	Public Convey	1959	HUD
Ia	7	1219	AT Enl Barracks	3,353	MF Residential	Public Convey	1954	HUD
Ia	7	1220	Admin	2,958	Office	Public Convey	1959	HUD
Ia	7	1221	BN HQ Bldg	2,474	Office	Public Convey	1959	HUD
Parcel Total				**82,561**				
Ib	1	1	Family Housing Gen Office	4,689	SF Residential	Residential	1959	Retain
Ib	1	2	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	3	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	4	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	5	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	6	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	7	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	8	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	9	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	10	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	11	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	12	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	13	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	14	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	15	Family Housing COL	4,232	SF Residential	Residential	1959	Retain
Ib	1	16	Family Housing COL	4,232	SF Residential	Residential	1959	Retain

Ib	1	17	Family Housing COL	3,988	SF Residential	Residential	1959	Retain
Ib	1	18	Family Housing COL	3,988	SF Residential	Residential	1959	Retain
Ib	1	19	Family Housing COL	3,988	SF Residential	Residential	1959	Retain
Ib	1	20	Family Housing Gen Office	4,725	SF Residential	Residential	1959	Retain
Ib	1	21	Family Housing SR NCO	1,812	SF Residential	Residential	1959	Demolish
Ib	1	22	Family Housing SR NCO	1,812	SF Residential	Residential	1959	Demolish
Ib	1	23	Family Housing SR NCO	1,812	2F Residential	Residential	1954	Demolish
Ib	1	24	Family Housing SR NCO	1,812	2F Residential	Residential	1917	Demolish
Ib	1	25	Family Housing CO/WO	2,998	2F Residential	Residential	1930	Demolish
Ib	1	26	Family Housing CO/WO	2,998	2F Residential	Residential	1930	Demolish
Ib	1	27	Family Housing CO/WO	2,998	2F Residential	Residential	1930	Demolish
Ib	1	28	Family Housing CO/WO	2,998	2F Residential	Residential	1930	Demolish
Ib	1	29	Family Housing CO/WO	2,998	2F Residential	Residential	1930	Demolish
Ib	1	30	Family Housing CO/WO	2,998	2F Residential	Residential	1930	Demolish
Ib	1	51	Open Dining	22,431	Office	Residential	1953	Retain
Ib	1	57	Unaccompanied Officer Qrt.	8,562	Residential	Residential	1957	Demolish
Ib	1	61	Administration	8,862	Office	Residential	1953	Retain
Ib	1	63	Administration	19,163	Office	Residential	1954	Retain
Ib	1	65	Administration	9,328	Office	Office	1953	Retain
Ib	1	66	Child Development Center	6,716	Community	Residential	1941	Retain
Ib	1	67	Chapel	5,829	Religious	Residential	1955	Retain
Ib	1	81	FH SR NCO	2,236	SF Residential	Residential	1959	Retain
Ib	1	82	FH SR NCO	2,655	SF Residential	Residential	1959	Retain
Ib	1	83	FH SR NCO	2,655	SF Residential	Residential	1959	Retain
Ib	1	84	FH SR NCO	2,655	SF Residential	Residential	1959	Retain
Ib	1	85	FH SR NCO	2,655	SF Residential	Residential	1959	Retain
Ib	1	86	FH SR NCO	2,655	SF Residential	Residential	1959	Retain
Ib	1	87	FH SR NCO	2,655	SF Residential	Residential	1959	Retain
Ib	1	88	FH SR NCO	2,236	SF Residential	Residential	1959	Retain
Ib	1	89	FH SR NCO	2,236	SF Residential	Residential	1959	Retain
Ib	1	90	FH SR NCO	2,236	SF Residential	Residential	1959	Retain
Ib	1	102	FH SR NCO	2,236	SF Residential	Residential	1977	Retain
Ib	1	103	FH SR NCO	2,236	SF Residential	Residential	1959	Retain
Ib	1	104	FH SR NCO	2,236	SF Residential	Residential	1957	Retain
Ib	1	105	FH SR NCO	2,236	SF Residential	Residential	1957	Retain
Ib	1	106	FH SR NCO	2,236	SF Residential	Residential	1957	Retain
Ib	1	107	FH SR NCO	2,236	SF Residential	Residential	1957	Retain
Ib	1	141	CO HQ Bldg	91,113	Office	Residential	1953	Retain
Ib	1	142	Admin	29,450	Office	Office	1953	Retain
Ib	1	143	Admin	52,042	Office	Residential	1953	Retain
Ib	1	144	Info Proc Center	29,450	Office	Residential	1953	Retain
Ib	1	161	Auditorium	5,408	Auditorium	Cultural	1940	Retain

Ib	6	1965	Exchange	63,267	Retail	Industrial	1959	Retain
Ib	6	1966	PO Main	7,720	Office	Industrial	1958	Retain
Ib	6	1967	Post Restaurant	3,505	Retail	Industrial	1959	Retain
Ib	6	2041	Commissary	62,632	Retail	Industrial	1959	Retain
Ib	6	2042	Exch Ser Outlet	11,375	Retail	Industrial	1959	Retain
Ib	6	2090	Admin	1,680	Office	NA	1958	Demolish
Ib	6	2091	Exch Serv Outlet	3,840	Retail	Industrial	1959	Demolish
Ib	6	2099	Exch Serv Outlet	3,096	Retail	NA	1959	Demolish
	Parcel Total			195,447				
Ib	7	267	Tng Aids Center	18,728	Industrial	Industrial	1942	Demolish
Ib	7	303	Storage - Instructional	27,000	Storage	Industrial	1959	Retain
Ib	7	305	Storage - Instructional	9,000	Storage	Industrial	1959	Retain
Ib	7	308	Storage - Instructional	9,000	Storage	Industrial	1959	Retain
Ib	7	309	Storage - Instructional	9,360	Storage	Industrial	1959	Retain
Ib	7	310	Storage - Instructional	9,360	Storage	Industrial	1959	Retain
Ib	7	311	Storage - Instructional	9,000	Storage	Industrial	1959	Retain
Ib	7	314	Storage - Instructional	9,360	Storage	Industrial	1959	Retain
Ib	7	315	Storage - Instructional	9,360	Storage	Industrial	1959	Retain
Ib	7	316	Storage - Instructional	9,360	Storage	Industrial	1959	Retain
Ib	7	317	Storage - Instructional	9,360	Storage	Industrial	1959	Retain
Ib	7	318	Storage - Instructional	9,000	Storage	Industrial	1959	Retain
Ib	7	319	Storage - Instructional	9,000	Storage	Industrial	1959	Retain
Ib	7	320	Storage - Instructional	9,000	Storage	Industrial	1959	Retain
Ib	7	321	Storage - Instructional	9,360	Storage	Industrial	1959	Retain
Ib	7	322	Exch Warehouse	9,360	Storage	Industrial	1959	Retain
Ib	7	323	Storage - Industrial	9,360	Storage	Industrial	1959	Retain
Ib	7	324	Enl Barracks	2,482	MF Residential	Industrial	1980	Retain
Ib	7	325	Admin	6,227	Office	Industrial	1995	Demolish
Ib	7	326	Storage	216	Storage	Industrial	1941	Demolish
Ib	7	328	ACES Fac	11,616	Office	Industrial	1953	Demolish
Ib	7	329	Storage	378	Storage	Industrial	1941	Demolish
Ib	7	335	Maint Storage	6,933	Storage	Industrial	1959	Demolish
Ib	7	337	Maint Storage	9,640	Storage	Industrial	1959	Demolish
Ib	7	338	Refuse/Garbage	18,240	Industrial	NA	1986	Demolish
Ib	7	339	Maint Storage	10,540	Storage	NA	1959	Demolish
Ib	7	350	Consolidated Maintenance	89,000	Industrial	Industrial	1992	Retain
Ib	7	336	Heat Plt Bldg	624				Demolish
Ib	7	893	Chapel	3,701	Religious	Industrial	1955	Demolish
Ib	7	2105	Bank	2,739	Bank	OS	1941	Retain
	Parcel Total			346,304				
II	1	3202	CO HQ Bldg	3,729	Office	NA	1955	Demolish
II	1	3203	Dining Facility	3,773	Dining	Na	1941	Demolish

II	1	3204	Dining Facility	3,772	Dining	NA	1941	Demolish
II	1	3205	Dining Facility	3,630	Dining	NA	1941	Demolish
II	1	3206	Dining Facility	3,773	Dining	NA	1941	Demolish
II	1	3207	Storage GP Inst	3,772	Classroom	NA	1961	Demolish
II	1	3208	Dining Facility	4,080	Dining	NA	1972	Demolish
II	1	3209	Storage GP Inst	4,125	Classroom	NA	1989	Demolish
II	1	3210	Dining Facility	4,148	Dining	NA	1941	Demolish
II	1	3211	Health Clinic	4,156	Medical	NA	1969	Demolish
II	1	3221	At Enl Barracks	6,063	Residential	NA	1955	Demolish
II	1	3222	Pvt/Org Club	6,063	Recreation	NA	1955	Demolish
II	1	3223	At Enl Barracks	6,063	Residential	NA	1959	Demolish
II	1	3224	At Enl Barracks	6,063	Residential	NA	1959	Demolish
II	1	3225	At Enl Barracks	6,063	Residential	NA	1959	Demolish
II	1	3226	Gen Inst Bldg	6,063	Classroom	NA	1984	Demolish
II	1	3227	At Enl Barracks	6,063	Residential	NA	1959	Demolish
II	1	3228	Gen Inst Bldg	6,063	Classroom	NA	1984	Demolish
II	1	3229	Gen Inst Bldg	6,063	Classroom	NA	1984	Demolish
II	1	3230	Gen Inst Bldg	6,063	Classroom	NA	1984	Demolish
II	1	3231	Gen Inst Bldg	6,063	Classroom	NA	1984	Demolish
II	1	3232	Gen Inst Bldg	6,063	Classroom	NA	1943	Demolish
II	1	3233	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3234	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3235	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3236	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3237	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3238	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3239	At Enl Barracks	6,063	Mf Residential	NA	1953	Demolish
II	1	3240	At Enl Barracks	6,063	Mf Residential	NA	1953	Demolish
II	1	3241	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3242	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3243	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3244	At Enl Barracks	6,063	MF Residential	NA	1953	Demolish
II	1	3250	Religious Ed Fac	5,554	Religious	Active Rec.	1955	Demolish
		3251	Limit Use Inst	6,063				Demolish
II	1	3252	Limit Use Inst	6,063	Classroom	Active Rec.	1984	Demolish
II	1	3253	Limit Use Inst	6,063	Classroom	Active Rec.	1941	Demolish
II	1	3270	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3271	CO HQ Bldg	2,750	Office	Active Rec.	1955	Demolish
II	1	3272	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3273	Religious Ed Fac	2,750	Religious	NA	1955	Demolish
II	1	3274	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3275	CO HQ Bldg	2,750	Office	NA	1955	Demolish

II	1	3276	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3277	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3278	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3279	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3280	CO HQ Bldg	2,750	Office	NA	1955	Demolish
II	1	3281	CO HQ Bldg	2,750	Office	Active Rec.	1955	Demolish
II	1	3290	Health Clinic	2,250	Medical	NA	1941	Demolish
II	1	3291	Admin Gen Purp	2,000	Office	NA	1955	Demolish
II	1	3292	BN HQ Bldg	2,000	Office	NA	1955	Demolish
II	1	3298	Veh Maint Shop	3,861	Industrial	NA	1941	Demolish
II	1	3299	Veh Maint Shop	3,861	Industrial	NA	1941	Demolish
II	1	3701	FH JR NCO/ENL	10,705	8F Residential	Residential	1984	Retain
II	1	3741	FH JR NCO/ENL	2,346	2F Residential	Residential	1941	Retain
Parcel Total				**268,236**				
II	2	2291	Thrift Shop	8,008	Retail	NG	1959	NG
II	2	3610	FH SR NCO	2,755	2F Residential	Residential	1936	Retain
II	2	3662	FH SR NCO	3,238	2F Residential	Residential	1941	Retain
Parcel Total				**14,001**				
II	3	1001	Dining Facility	11,834	Dining	NG	1941	Retain
II	3	1020	Enlisted UPH	36,416	Residential	NG	1988	Retain
II	3	1076	Heat Plant	3,180	Utility	NG	1959	Retain
II	3	3301	FH CO/WO	3,209	2F Residential	Retirement	1930	Retain
2	3	3681	Dependent School	28,514	Community	Public use	1963	Retain
Parcel Total				**83,153**				
II	4	698	Admin	3,108	Office	NG	1953	Demolish
II	4	1060	BN HQ Bldg	16,099	Office	NG	1959	Retain
II	4	2290	Health Clinic	9,549	Medical	Retail	1943	NG
II	4	3212	Enl Open Dining	17,855	Dining	Education	1941	Demolish
II	4	3293	Chapel	9,531	Religious	Education	1955	Demolish
Parcel Total				**56,142**				
II	5	1081	Gen Instructional	232,864	Classroom	Office	1941	Retain
II	5	2220	Enlisted UPH	36,416	MF Residential	OS	1972	Retain
II	5	3133	UOQ Transient	10,882	MF Residential	Education	1953	Retain
II	5	3160	BN HQ Bldg	2,655	Office	Education	1958	Retain
II	5	3165	Auto Aid Inst	6,250	Office	Education	1955	Retain
II	5	3172	WK Animal Bldg	1,003	Medical	Education	1985	Retain
Parcel Total				**290,070**				
II	6	300	UOQ Transient	3,149	SF Residential	Industrial	1957	Demolish
II	6	349	Mnt Gen Purpose	7,200	Industrial	Industrial	1942	Retain
II	6	891	BDE HQ Bldg	2,284	Office	Industrial	1959	Demolish
OS	6	292	Hospital	159,766	Medical	Retirement	1941	Retain
II	6	294	Refuse/Garbage	1,836	Industrial	Office	1942	Retain

II	6	295	Health Clinic	11,964	Medical	Office	1941	Retain
Parcel Total				186,199-				
II	7	342	Storage	782	Storage	Industrial	1970	Demolish
II	7	344	Storage - Instructional	2,400	Storage	Industrial	1959	Demolish
II	7	345	Storage - Instructional	4,040	Storage	Industrial	1959	Demolish
II	7	346	Toilet	108	Toilet	Industrial	1974	Demolish
II	7	348	Haz Mat Storage	1,044	Storage	Industrial	1959	Retain
Parcel Total				8,374				
II	8	341	Storage - Instructional	4,040	Storage	Industrial	1959	Demolish
II	8	801	Gen Instructional	2,232	Classroom	NA	1941	Demolish
II	8	802	Gen Instructional	2,232	Classroom	NA	1941	Demolish
II	8	803	Gen Instructional	2,232	Classroom	Industrial	1988	Demolish
II	8	804	Gen Instructional	2,232	Classroom	Industrial	1988	Demolish
II	8	805	Gen Instructional	2,232	Classroom	Industrial	1988	Demolish
II	8	806	Gen Instructional	2,232	Classroom	Industrial	1988	Demolish
II	8	807	Storage - Instructional	2,232	Storage	Industrial	1959	Demolish
II	8	808	Storage - Instructional	2,232	Storage	NA	1959	Demolish
II	8	809	Gen Instructional	2,232	Classroom	NA	1988	Demolish
II	8	810	Gen Instructional	2,232	Classroom	NA	1988	Demolish
II	8	811	Gen Instructional	2,232	Classroom	NA	1988	Demolish
II	8	812	Gen Instructional	2,232	Classroom	NA	1988	Demolish
II	8	813	Canteen	2,232	Retail	NA	1959	Demolish
II	8	814	Gen Instructional	2,232	Classroom	NA	1988	Demolish
II	8	829	Enl Barracks	4,425	MF Residential	NA	1941	Demolish
II	8	830	Enl Barracks	4,425	MF Residential	NA	1941	Demolish
II	8	831	Enl Barracks	4,425	MF Residential	NA	1941	Demolish
II	8	832	Enl Barracks	4,425	MF Residential	NA	1941	Demolish
II	8	833	Enl Barracks	4,425	MF Residential	NA	1970	Demolish
II	8	834	Enl Barracks	4,425	MF Residential	NA	1977	Demolish
II	8	835	Enl Barracks	4,425	MF Residential	NA	1970	Demolish
II	8	838	Enl Barracks	4,425	MF Residential	NA	1941	Demolish
II	8	839	Enl Barracks	4,425	MF Residential	NA	1954	Demolish
II	8	840	Enl Barracks	4,425	MF Residential	NA	1953	Demolish
II	8	841	Enl Barracks	4,425	MF Residential	NA	1974	Demolish
II	8	842	Enl Barracks	4,425	MF Residential	NA	1955	Demolish
II	8	843	Enl Barracks	4,425	MF Residential	NA	1977	Demolish
II	8	844	Enl Barracks	4,425	MF Residential	NA	1954	Demolish
II	8	852	CO HQ Bldg	1,144	Office	NA	1953	Demolish
II	8	853	CO HQ Bldg	1,144	Office	NA	1957	Sold
II	8	854	CO HQ Bldg	1,144	Office	NA	1957	Sold
II	8	855	CO HQ Bldg	1,144	Office	NA	1959	Sold
II	8	856	Gen Instructional	1,144	Classroom	NA	1988	Demolish

II	8	857	Gen Instructional	1,144	Classroom	NA	1988	Demolish
II	8	858	Gen Instructional	1,144	Classroom	NA	1988	Demolish
II	8	837	Enl Barracks	4,425				Demolish
II	8	992	Recreation Center	4,072				Demolish
II	8	859	Storage - Instructional	1,144	Storage	NA	1959	Demolish
	Parcel Total			**114,887**				
II	9	874	CO HQ Bldg	1,013	Office	NA	1959	Demolish
II	9	875	CO HQ Bldg	1,013	Office	NA	1959	Demolish
II	9	888	Maint Storage	3,108	Storage	NA	1959	Demolish
II	9	954	Gen Instructional	3,750	Classroom	Industrial	1940	Retain
II	9	959	Gen Instructional	4,537	Classroom	Industrial	1940	Retain
II	9	1302	At Enl Barracks	2,232	MF Residential	NA	1956	Demolish
II	9	1303	Dining Facility	2,232	Dining	NA	1941	Demolish
II	9	1304	At Enl Barracks	2,232	MF Residential	Industrial	1953	Demolish
II	9	1305	At Enl Barracks	2,232	MF Residential	NA	1961	Demolish
II	9	1306	At Enl Barracks	2,232	MF Residential	NA	1954	Demolish
II	9	1311	Dining Facility	2,232	Dining	NA	1941	Demolish
II	9	1312	AT Enl Barracks	2,232	MF Residential	NA	1942	Demolish
II	9	1313	Veh Maint	2,400	Industrial	Industrial	1941	Demolish
II	9	1314	FST FD/Snk Bar	1,000	Retail	NA	1959	Retain
II	9	1315	CO HQ Bldg	2,374	Office	Industrial	1960	Demolish
II	9	1316	Dining Facility	2,284	Dining	Industrial	1941	Demolish
II	9	1318	Storage - Instructional	1,220	Storage	Industrial	1941	Demolish
II	9	1322	Storage - Instructional	1,220	Storage	NA	1961	Retain
II	9	1329	UOQ Military	1,220	MF Residential	NA	1955	Retain
II	9	1330	Health Clinic	1,220	Medical	NA	1941	Demolish
II	9	1331	CO HQ Bldg	1,220	Office	Industrial	1959	Demolish
II	9	1333	Gen Instructional	27,569	Classroom	Industrial	1976	Retain
II	9	1343	Storage- Instructional	2,400	Storage	Industrial	1960	Retain
	9	1345	Ready Bldg	7,030				HUD
II	9	1352	Co HQ Bldg	1,150	Office	NA	1959	Demolish
II	9	1353	AT Enl Barracks	1,150	MF Residential	NA	1954	Demolish
II	9	1354	CO HQ bldg	1,150	Office	NA	1958	Demolish
II	9	1355	CO HQ Bldg	1,150	Office	NA	1958	Demolish
II	9	1356	AT Enl Barracks	1,150	MF Residential	NA	1977	Demolish
II	9	1357	AT Enl Barracks	1,150	MF Residential	NA	1941	Demolish
II	9	1361	CO Hq Bldg	1,150	Office	NA	1958	Demolish
II	9	1362	AT Enl Barracks	1,150	MF Residential	Industrial	1954	Demolish
II	9	1363	AT Enl Barracks	1,150	MF Residential	Industrial	1955	Demolish
II	9	1364	Storage Instructional	1,150	MF Residential	NA	1954	Demolish
II	9	1366	CO HQ Bldg	1,150	Office	Industrial	1958	Demolish
II	9	1367	Veh Maint	4,200	Industrial	Industrial	1941	Demolish

II	9	1368	Storage Instructional	4,000	Storage	Industrial	1988	Demolish
II	9	1372	At Enl Barracks	2,284	Mf Residential	Industrial	1953	Demolish
II	9	1373	At Enl Barracks	2,284	MF Residential	Industrial	1954	Demolish
II	9	1374	AT Enl Barracks	2,284	MF Residential	NA	1941	Demolish
II	9	1380	Storage Instructional	1,040	Storage	NA	1995	Demolish
II	9	1381	Storage Instructional	1,040	Storage	NA	1995	Demolish
II	9	1382	Storage Instructional	1,040	Storage	NA	1959	Demolish
II	9	1383	Storage Instructional	1,040	Storage	NA	1952	Demolish
II	9	1384	Storage Instructional	960	Storage	NA	1995	Demolish
II	9	1385	Storage Instructional	1,040	Storage	Industrial	1995	Demolish
II	9	1387	Storage Instructional	960	Storage	Industrial	1995	Demolish
II	9	1389	UOQ Military	579	MF Residential	NA	1953	Demolish
II	9	1390	UOQ Military	2,284	Mf Residential	NA	1953	Demolish
II	9	1391	BDE HQ Bldg	2,284	Office	NA	1958	Demolish
II	9	1392	BDE HQ Bldg	3,450	Office	Industrial	1958	Demolish
II	9	1393	Gen. Instructional	3,701	Classroom	NA	1988	Demolish
II	9	1395	Gen. Instructional	3,838	Classroom	NA	1954	Demolish
II	9	1396	Gen. Instructional	3,330	Classroom	NA	1954	Demolish
	Parcel Total			**121,069**				
II	10	1108	Admin	3,158	Office	OS	1959	Retain
II	10	1222	Storage - Instructional	2,389	Storage	Industrial	1953	NG
II	10	1225	Veh Maint	9,184	Industrial	Industrial	1941	NG
II	10	1227	Storage - Instructional	1,000	Storage	Industrial	1917	NG
	Parcel Total			**15,731**				
III	1	1122	Credit Union	3,576	Bank	Dev. Reserve	1941	Retain
	Parcel Total			**3,576**				
NG	1	1602	Trainee Barracks	177,540	MF Residential	NG	1953	NG
NG	1	1617	USAR Center	2,284	Office	NG	1958	NG
NG	1	1689	Veh Maint	1,288	Industrial	NG	1988	NG
NG	1	1693	Storage Instructional	2,600	Storage	NG	1987	NG
NG	1	1696	Veh Maint	3,108	Industrial	NG	1941	NG
NG	1	1697	Storage Instructional	3,396	Storage	NG	1995	NG
NG	1	1698	Veh Maint	3,108	Industrial	NG	1986	NG
NG	1	1701	Phys Fit Center	21,102	Gym	NG	1989	NG
NG	1	1702	Phys Fit Center	21,408	Gym	NG	1941	NG
NG	1	1801	Traninee Baracks	186,915	MF Residential	NG		NG
NG	1	1802	Traninee Baracks	186,915	MF Residential	NG		NG
NG	1	1898	Storage - Instructional	3,108	Storage	NG	1975	NG
NG	1	1899	Storage - Instructional	3,108	Storage	NG	1987	NG
NG	2	2236	FH ENL	754	SF Residential	NG	1954	NG
NG	2	2237	FH ENL	754	SF Residential	NG	1954	NG
NG	2	2238	FH ENL	754	SF Residential	NG	1954	NG

NG	2	2239	FH ENL	754	SF Residential	NG	1954	NG
NG	2	2240	FH ENL	754	SF Residential	NG	1954	NG
NG	2	2243	Mars Station	1,183	Office	NG	1958	Demolish
NG	2	2275	UOQ Transient	25,147	MF Residential	NG	1988	NG
NG	2	2276	UOQ Transient	25,147	MF Residential	NG	1953	NG
NG	2	2277	UOQ Transient	25,147	MF Residential	NG	1960	NG
NG	2	2293	Chapel	8,963	Religious	NG	1955	NG
NG	2	2299	Museum	23,739	Museum	NG	1953	NG
NG	3	1021	Enlisted UPH	36,416	Residential	NG	1954	NG
NG	3	1022	Enlisted UPH	36,416	Residential	NG	1954	NG
NG	3	1023	Enlisted UPH	36,416	Residential	NG	1954	NG
NG	3	1740	Chapel	5,880	Religious	Dev. Reserve	1955	NG
NG	3	1876	Heat Plant	6,607	Utility	Dev. Reserve	1985	NG
NG	3	3101	FH CO/WO	3,209	2F Residential	Retirement	1930	Retain
NG	4	699	Rec EQ checkout	3,108	Office	NG	1985	Demolish
NG	4	1026	UOQ Transient	2,464	SF Residential	Retail	1957	Retain
NG	4	1077	Museum	11,331	Museum	Cultural	1953	Retain
NG	4	2263	Gen Instructional	2,460	Classroom	Active Rec.	1954	NG
NG	5	1012	Phys Fitness Center	41,369	Gym	Office	1941	Retain
NG	5	1062	BN HQ Bldg	2,578	Office	Office	1959	Retain
NG	5	2281	Gen Instructional	46,334	Classroom	OS	1959	NG
NG	5	4483	Refuse/Garb Bldg	6,000	Industrial	NG	1984	Retain
NG	5	4484	Haz Mat Str Ins	7,188	Industrial	NG	1976	Retain
NG	6	1919	Admin	1,200	Office	NA	1958	Demolish
NG	6	2020	Admin	1,717	Office	NA	1958	Demolish
NG	9	793	Gen Instructional	3,701	Classroom	Industrial	1943	Demolish
NG	11	1800	Auto Skill Center	8,064	Industrial	OS	1954	Retain
NG		4485	Water Storzage FAC	0				Retain
NG		5700	Waste Water Treatment	0				Retain
NG	1	1601	Trainee Barracks	177,540	MF Residential	NG	1953	Retain
NG	1	1801	Auto Skill Center	8,064	Industrial	NG		NG
NG	2	2235	FH ENL	754	SF Residential	NG	1954	Demolish
NG	5	4481	Limit Use Inst	15,376	Classroom	NG	1941	Retain
NG	5	4482	Gas Chamber	28,630	Industrial	NG	1987	Retain
NG	1	1789	Health Clinic	7,596	Medical	NG	1977	NG
NG	1	1881	Limit Use Instructional	85,164	Classroom	NG	1954	NG
Parcel Total				1,314,558				
OS	4	2202	Dining Facility	11,816	Dining	OS	1941	Demolish
OS	4	2203	Admin	11,817	Office	OS	1958	Demolish
OS	4	2213	Child Dev Center	23,898	Community	Office	1941	Retain
OS	4	2221	Enlisted UPH	36,416	MF Residential	OS	1989	Demolish
OS	4	2223	Enlisted UPH	36,416	MF Residential	OS	1941	Demolish

OS	4	2224	Enlisted UPH	36,416	MF Residential	OS	1969	Demolish
OS	4	2225	Enlisted UPH	36,416	MF Residential	OS	1936	Demolish
OS	4	2227	Enlisted UPH	36,416	MF Residential	OS	1984	Demolish
	Parcel Total			**229,611**				
OS	5	1308	At Enl Barracks	2,232	MF Residential	OS	1954	Demolish
OS	5	1309	Dining Facility	2,232	Dining	OS	1993	Demolish
OS	5	1359	AT Enl Barracks	1,150	MF Residential	OS	1961	Demolish
	Parcel Total			**5,614**				
OS	6	200	Admin	3,200	Office	OS	1953	Retain
OS	6	201	Housing Maintenance	516	Industrial	OS	1941	Retain
OS	6	202	Storage-Intructional	12,000	Storage	OS	1958	Retain
OS	6	204	Dispatch Building	292	Office	OS	1954	Retain
OS	6	206	Admin	400	Office	OS	1953	Retain
OS	6	207	Flammable Storage	400	Storage	OS	1957	Retain
OS	6	211	Entomolgy Fac	1,200	Medical	OS	1954	Retain
OS	6	212	Housing Maintenance	600	Industrial	OS	1991	Retain
OS	6	214	Eng/Housing Maintenance	100	Storage	OS	1965	Retain
OS	6	215	Housing Maintenance	28,561	Industrial	OS	1936	Retain
OS	6	251	Commo Ctr	4,800	Office	OS	1953	Retain
OS	6	252	Commo Ctr	3,378	Office	OS	1987	Retain
OS	6	254	Vet Facility	2,464	Medical	OS	1941	Retain
	6	272	Red Cross Bldg	3,029	Medical	OS	1941	
OS	6	256	Storage - Instructional	24,739	Storage	OS	1958	Retain
OS	6	269	Transient UPH	2,277	SF Residential	OS	1957	Demolish
OS	6	270	Contr Humidity Warehouse	3,984	Storage	OS	1959	Retain
	Parcel Total			**91,940**				
OS	8	3131	Enlisted UPH	81,212	MF Residential	OS	1953	Demolish
OS	8	3139	Veh Maint Shop	5,028	Industrial	OS	1979	Retain
OS	8	3161	BN HQ Bldg	2,655	Office	OS	1955	Retain
	Parcel Total			**88,895**				
OS	9	1301	At Enl Barracks	2,232	MF Residential	NA	1976	Demolish
OS	9	1310	Dining Facility	2,232	Dining	NA	1941	Demolish
OS	9	1360	CO Hq Bldg	1,150	Office	NA	1958	Demolish
OS	9	1379	Storage Instructional	1,040	Storage	NA	1995	Demolish
OS	11	2115	Tng Aids Center	3,956	Office	OS	1958	Demolish
OS	9	2116	Tng Aids Center	10,576	Office	OS	1958	Demolish
	Parcel Total			**21,186**				
OS	10	930	Exch Warehouse	10,413	Storage	OS	1995	Demolish
OS	10	931	Med Warehouse	9,300	Storage	OS	1954	Demolish
OS	10	1120	Emerg Opns Center	6,014	Office	OS	1959	Demolish
OS	10	1214	Enl Barracks/Dining	16,772	MF Residential	Industrial	1988	HUD
OS	10	1217	UOQ Military	3,344	MF Residential	Industrial	1959	HUD

APPENDIX 2 THE DEMOLITION PLAN

Parcel Total				45,843				
MOUT		472	Classroom	4,425				Retain
MOUT		473	Classroom	4,425				Retain
MOUT		474	Classroom	4,425				Retain
MOUT		475	Classroom	4,425				Retain
MOUT		471	Gen Instructional Bldg	4,133	Classroom	OS	1986	Retain
MOUT		475	Classroom	4,425				Retain
MOUT		477	Classroom	4,425				Retain
MOUT		478	Classroom	4,425				Retain
MOUT		479	Classroom	4,425				Retain
MOUT		480	Classroom	4,425				Retain
MOUT		481	Classroom	4,425				Retain
MOUT		482	Classroom	4,425				Retain
MOUT		483	Classroom	4,425				Retain
MOUT		484	Classroom	4,425				Retain
MOUT		485	Classroom	4,425				Retain
MOUT		486	Classroom	4,425				Retain
MOUT		487	Classroom	4,425				Retain
RR	9	4400	Admin Gen Purp	1,500	Office	OS	1955	Retain
RR	9	4401	HE Mag Inst	1,232	Classroom	OS	1941	Retain
RR	9	4405	HE Mag Inst	1,440	Classroom	OS	1941	Retain
RR	9	4417	HE Mag Inst	2,000	Classroom	OS	1941	Retain
RR	9	4420	HE Mag Inst	4,032	Classroom	OS	1941	Retain
RR	9	4425	Igloo Str Inst	1,500	Classroom	OS	1941	Retain
RR	9?	4422	Storage GP Inst	877	Classroom	OS	1941	Retain
RR	9?	4423	Storage GP Inst	877	Classroom	OS	1941	Retain
RR	9?	4424	Flam Mat Str In	10,000	Industrial	OS	1941	Retain
RR	9?	4426	Igloo Str Inst	1,500	Classroom	OS	1941	Retain
RR	9?	4427	Igloo Str Inst	1,500	Classroom	OS	1941	Retain
RR	9?	4434	Scale House	800	Residential	OS	1959	Retain
RR	9?	4437	Eng/Housing Mnt	480	Residential	OS	1959	Retain
		4480	Acces Control Fac	389				Retain
		6904	Rg Spt Fac	1,200				Retain
RR	9?	4450	Gen Inst Bldg	525	Classroom	OS	1954	Retain
Parcel Total				104,785				

APPENDIX 3

Fort McClellan Reuse Plan

Implementation Strategy

Revenue and Cost Sources

November 1997

APPENDIX 1

RESIDENTIAL	PHASE ONE						PHASE TWO							PHASE THREE (part)			
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total	Year 13	Year 14	Year 15	Total
Revenues	2000	2001	2002	2003	2004		2005	2006	2007	2008	2009	2010	2011		2012	2013	2014	
Parcel																		
1a 1	168,000	400,000	400,000	400,000	400,000	1,768,000												
1a 2	168,000	400,000	400,000	400,000	400,000	1,768,000												
1a 3	0	2,880,000	0	0	0	2,880,000												
1b 1	0	375,000	750,000	1,125,000	450,000	2,700,000												
2.1	0	0	510,000	510,000	0	1,020,000	0	0	1,575,000					1,575,000				
Total	336,000	4,055,000	2,060,000	2,435,000	1,250,000	10,136,000			1,575,000					1,575,000				

Sources of Revenue	Units	$									
Housing Type	442	8,000	336,000	800,000	800,000	800,000	800,000	3,538,000			
Parcel 1,2 units	64	45,000	0	2,880,000	0	0	0	2,880,000			
Avery Drive units	36	75,000	0	375,000	750,000	1,125,000	450,000	2,700,000			
Buckner Circle units	34	30,000	0	0	510,000	510,000	0	1,020,000			
Development Land (Acres)	35	45,000	0	0	0	0	0	0	0	0	1,575,000
Reserve Land (Acres)											
Forcast Sales			42	100	100	100	100	442			
Parcel 1,2 units				64				64			
Avery Drive units				5	10	15	6	36			
Buckner Circle units					17	17		34			
Development Land (Acres)								0			35
Reserve Land (Acres)											

12/4/97

INDUSTRIAL

Revenues	PHASE ONE						PHASE TWO								PHASE THREE (part)			
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total	Year 13	Year 14	Year 15	Total
	2000	2001	2002	2003	2004		2005	2006	2007	2008	2009	2010	2011		2012	2013	2014	
Parcel																		
1b 6	83,160	116,310	52,500	67,500	82,500	401,970	82,500	127,500	142,500	157,500	172,500	187,500	202,500	1,072,500	232,500	247,500	8,297,916	8,777,916
1b 7	0	0	93,810	117,330	132,330	343,470	105,000	105,000	105,000	150,000	180,000	5,653,032	0	6,298,032	0	0	0	0
2 9	0	0	0	0	0	0	89,460	0	0	0	0	0	244,950	334,410	0	0	0	0
2 10	0	0	0	0	0	0	15,000	259,950	15,000	15,000	15,000	22,500	855,668	1,198,118	0	0	0	0
2 11	0	0	0	0	0	0	0	0	244,950	0	0	0	0	244,950	0	0	0	0
2 12	0	0	0	0	0	0	0	15,000	60,000	304,950	60,000	60,000	90,000	589,950	112,500	4,185,896	0	4,298,396
2 13	0	0	0	0	0	0	0	0	0	0	244,950	0	0	244,950	0	0	0	0
2 14	0	0	0	0	0	0	0	0	0	0	0	244,950	0	244,950	0	0	0	0
3 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	244,950	0	0	244,950
3 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	244,950	0	244,950
3 4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	244,950	244,950
3 5	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0
Total	83,160	116,310	146,310	184,830	214,830	745,440	291,960	507,450	567,450	617,450	672,450	6,167,982	1,393,118	10,227,860	589,950	4,678,346	8,542,866	13,811,162

Sources of Revenue																				
Industrial Parcel	Acres	Reserve																		
1b 6	13	0	3.2	3.7				6.9												
1b 7	25	20			3.7	4.1	4.1	11.9												
2 9	32	50						0.0	4.2						11.5	15.7				
2 10	37	50						0.0		11.5						11.5				
2 11	23	10						0.0			11.5					11.5				
2 12	27	38										11.5				11.5				
2 13	12	10											11.5			11.5				
2 14	9	10						0.0						11.5		11.5				
3 2	19	35						0.0								0.0	11.5			11.5
3 3	23	50						0.0								0.0		11.5		11.5
3 4	28	150						0.0								0.0			11.5	11.5
3 5	19	45						0.0								0.0				0.0
Buildings	Number	Square feet																		
1b 6	8	188,589	10,000	25,000	35,000	45,000	55,000	55000	55,000	85,000	95,000	105,000	115,000	125,000	135,000	135,000	155,000	165,000		165,000
1b 7	8	128,478			10,000	20,000	30,000	30000	70,000	70,000	70,000	100,000	120,000			120,000				
2 9	0	0														0				0
2 10	7	19,447							10,000	10,000	10,000	10,000	10,000	15,000		15,000				
2 11	0	0														0				0
2 12	12	95,134								10,000	40,000	40,000	40,000	40,000	60,000	60,000	75,000			
2 13	0	0														0				0
2 14	0	0														0				0
3 2	0	0														0				0
3 3	0	0														0				0
3 4	0	0														0				0
3 5	0	0														0				0
		431,648	10,000	25,000	45,000	65,000	85,000	85000	135,000	175,000	215,000	255,000	285,000	160,000	195,000	330000	230,000	165,000	0	165,000
New Construction (f2)			35,000	40,000	40,000	45,000	45,000	205,000	48,100	125,000	125,000	125000	125000	125000	125000	796,100	125000	125000	125000	375000
NC - Acres			3.2	3.7	3.7	4.1	4.1	18.8	4.2	11.5	11.5	11.5	11.5	11.5	11.5	73.1	11.5	11.5	11.5	34.4
Values	Land $/acre	21,300																		
	Lease $/f2	1.50																		

OFFICES	PHASE ONE						PHASE TWO								PHASE THREE (part)			
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total	Year 13	Year 14	Year 15	Total
Revenues	2000	2001	2002	2003	2004		2005	2006	2007	2008	2009	2010	2011		2012	2013	2014	
Parcel																		
Ib 1	32,500	32,500	32,500	48,750	513,040	659,290	0	0	0	0	0	0	0	0	0	0	0	0
Ib 2	0	32,500	65,000	97,500	1,143,505	1,338,505	0	0	0	0	0	0	0	0	0	0	0	0
Ib 3	0	0	50,000	0	0	50,000	0	0	0	0	0	0	0	0	0	0	0	0
2 5	0	0	0	0	0	0	281,820	195,000	292,500	390,000	487,500	585,000	855,668	3,087,488	845,000	975,000	1,105,000	2,925,000
2 8	0	0	0	0	0	0	0	0	0	0	190,080	0	0	190,080	0	0	0	0
Total	32,500	65,000	147,500	146,250	1,656,545	2,047,795	281,820	195,000	292,500	390,000	677,580	585,000	855,668	3,277,568	845,000	975,000	1,105,000	2,925,000

Sources of Revenue			Year 1	Year 2	Year 3	Year 4	Year 5	Total	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total	Year 13	Year 14	Year 15	Total
Industrial Parcel	Acres	Reserve																		
Ib 1	0	0																		
Ib 2	0	0																		
Ib 3	0	0																		
2 5	28	20							6.4											
2 8	13	10											8.8							
Buildings	Number	Square feet																		
Ib 1	8	9,328	5,000	5,000	5,000	7,500		0												
Ib 2	8	20,791		5,000	10,000	15,000		0												
Ib 3	0	905																		
2 5	4	300,709							15,000	30,000	45,000	60,000	75,000	90,000	110,000	110,000	130,000	150,000	170,000	170,000
2 8	0	0														0				0
New Construction (f2)									70,000				72,000							
NC - Acres			0.0	0.0	0.0	0.0	0.0	0.0	6.4	0.0	0.0	0.0	8.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Values	Land $/acre	28,800																		
	Lease $/f2	8.50																		

RETAIL

Revenues	PHASE ONE						PHASE TWO								PHASE THREE (part)			
	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total	Year 13	Year 14	Year 15	Total
Parcel	2000	2001	2002	2003	2004		2005	2006	2007	2008	2009	2010	2011		2012	2013	2014	
1b 1	66,000	132,000	1,098,080	0		1,296,080	0	0	0	0	0	0	0	0	0	0	0	0
1b 3	0	0	66,000	132,000	1,236,240	1,434,240	0	0	0	0	0	0	0	0	0	0	0	0
2 2	0	0	0	0	0	0	13,552	98,560	910,000	0	0	0	520,000	1542112	0	0	0	
2 4	0	0		0	0	0	0	0	260,000	0	0	1,170,000	0	1430000	0	975,000	0	975,000
Total	66,000	132,000	1,164,080	132,000	1,236,240	2,730,320	13,552	98,560	1,170,000	0	0	1,170,000	520,000	2,972,112	•	975,000	0	975,000

Sources of Revenue			Year 1	Year 2	Year 3	Year 4	Year 5	Total	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Total	Year 13	Year 14	Year 15	Total
Industrial Parcel	Acres	Reserve																		
1b 1	0	0																		
1b 3	0	0																		
2 2	14	8									14.0				8.0					
2 4	22	15									4.0			18.0				15.0		
Buildings	Number	Square feet																		
1b 1		27,452	12,000	24,000																
1b 3		30,908			12,000	24,000														
2 2	0	2,464							2464											
2 4	0	0																		
New Construction (f2)											200,000			200,000						
NC - Acres			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	18.4	0.0	0.0	18.4	0.0	0.0	0.0	0.0	0.0	0.0
Values	Land $/acre	65,000																		
	Lease $/f2	5.50																		

Fort McClellan Reuse Plan
Implementation Strategy

Capital Improvements Strategy

Transportation

N[illegible]er 1997

Transportation Summary
Ft. McClellan Reuse Plan
Phase III – Capital Improvements Strategy

Category/Phase	Value	Units	Total Requirement ($)	Year 1 2000	Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Year 6 2005	Year 7 2006	Year 8 2007	Year 9 2008	Year 10 2009	Year 11 2010	Year 12 2011	Year 13 2012	Year 14 2013	Year 15 2014	Year 16 2015	Year 17 2016	Total Cost ($)
				Annual Cost Distribution: Phase IA/B		Phase IB			Phase II							Phase III					
Roads																					
Phase Ia	.	miles	17,980,561	17,980,561																	17,980,561
Phase Ib	.	miles	8,368,010	1,673,602	1,673,602	1,673,602	1,673,602	1,673,602													8,368,010
Phase II	.	miles	29,227,460						4,175,351	4,175,351	4,175,351	4,175,351	4,175,351	4,175,351	4,175,351						29,227,460
Phase III	.	miles	11,480,808													2,296,162	2,296,162	2,296,162	2,296,162	2,296,162	11,480,808
Non-Parcel			1,675,921	418,960	418,960				418,960							418,960					1,675,921
Sub-total	.	miles	68,712,781	20,073,123	2,092,562	1,673,602	1,673,602	1,673,602	4,594,311	4,175,351	4,175,351	4,175,351	4,175,351	4,175,351	4,175,351	2,715,122	2,296,162	2,296,162	2,296,162	2,296,162	68,712,781
Parking Lots																					
Phase Ia	.	sq ft	0	0																	0
Phase Ib	.	sq ft	0	0	0	0	0	0													0
Phase II	1,741,856	sq ft	17,418,555						2,488,365	2,488,365	2,488,365	2,488,366	2,488,365	2,488,365	2,488,365						17,418,555
Phase III	563,721	sq ft	5,637,209													1,127,442	1,127,442	1,127,442	1,127,442	1,127,442	5,637,209
Non-Parcel			578,394	144,099	144,099				144,099							144,099					578,394
Sub-total	2,305,578	sq ft	23,632,158	144,099	144,099	0	0	0	2,632,464	2,488,365	2,488,365	2,488,365	2,488,365	2,488,365	2,488,365	1,271,540	1,127,442	1,127,442	1,127,442	1,127,442	23,632,158
Railroad																					
Phase Ia	0	miles	0	0																	0
Phase Ib	0	miles	0	0	0	0	0	0													0
Phase II	0	miles	0						0	0	0	0	0	0	0						0
Phase III	2.81	miles	3,110,875													3,110,875					3,110,875
Non-Parcel			75,875	37,938	0											37,938					75,875
Sub-total	2.814	miles	3,186,750	37,938	0	0	0	0	0	0	0	0	0	0	0	3,148,813	0	0	0	0	3,186,750
Sidewalks																					
Phase Ia Parcels	31,600	feet	217,452	217,452																	217,452
Phase Ia OS	6,600		46,793	46,793																	46,793
Phase Ib Parcels	15,600	feet	107,350	21,470	21,470	21,470	21,470	21,470													107,350
Phase Ib OS	2,400		16,515	3,303	3,303	3,303	3,303	3,303													16,515
Phase II Parcels	79,400	feet	546,382						78,066	78,066	78,066	78,066	78,066	78,055	78,066						546,382
Phase II OS	1,400		9,634						1,378	1,378	1,378	1,378	1,378	1,378	1,378						9,634
Phase III Parcels	40,400	feet	278,008													55,602	55,602	55,602	55,602	55,602	278,008
Phase III OS	8,200		42,665													8,533	8,533	8,533	8,533	8,533	42,665
Non-Parcel			31,620	15,810	15,810																31,620
Sub-total	183,800	feet	1,298,420	304,828	40,583	24,773	24,773	24,773	79,431	79,431	79,431	79,431	79,431	79,431	79,431	64,135	64,135	64,135	64,135	64,135	1,298,420
Sidewalk/Paths																					
Phase Ia	2.879	miles	309,833	309,833																	309,833
Phase Ib	2.273	miles	244,447	48,889	48,889	48,889	48,889	48,889													244,447
Phase II	4.773	miles	513,338						73,334	73,334	73,334	73,334	73,334	73,334	73,334						513,338
Phase III	3.712	miles	399,263													79,853	79,853	79,853	79,853	79,853	399,263
Non-Parcel			73,334	36,667	36,667																73,334
Sub-total	13.638	miles	1,540,015	385,189	85,556	48,889	48,889	48,889	73,334	73,334	73,334	73,334	73,334	73,334	73,334	79,853	79,853	79,853	79,853	79,853	1,540,015
Bridges																					
Phase Ia	.	No	200,000	200,000																	200,000
Phase Ib	.	No	600,000	120,000	120,000	120,000	120,000	120,000													600,000
Phase II	.	No	800,000						114,286	114,286	114,286	114,286	114,286	114,286	114,286						800,000
Phase III	.	No	1,500,000													300,000	300,000	300,000	300,000	300,000	1,500,000
Non-Parcel			100,000	25,000	25,000				25,000							25,000					100,000
Sub-total	.		3,200,000	345,000	145,000	120,000	120,000	120,000	139,286	114,286	114,286	114,286	114,286	114,286	114,286	325,000	300,000	300,000	300,000	300,000	3,200,000
Traffic Control																					
Phase Ia	.		50,000	50,000																	50,000
Phase Ib	.		100,000	20,000	20,000	20,000	20,000	20,000													100,000
Phase II	.		200,000						28,571	28,571	28,571	28,571	28,571	28,571	28,571						200,000
Phase III	.		500,000													100,000	100,000	100,000	100,000	100,000	500,000
Non-Parcel			100,000	25,000	25,000				25,000							25,000					100,000
Sub-total	.		950,000	95,000	45,000	20,000	20,000	20,000	53,571	28,571	28,571	28,571	28,571	28,571	28,571	125,000	100,000	100,000	100,000	100,000	950,000
Transportation Totals			102,518,123	21,375,317	2,552,820	1,887,264	1,887,264	1,887,264	7,572,417	6,859,339	6,859,339	6,859,339	6,859,339	6,859,339	6,859,339	7,729,442	3,947,581	3,947,581	3,887,581	3,947,581	102,518,123

Selected Plan Road Construction by Parcel and Phase [1]

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane (feet)	New 4 Lane (feet)	Bike/Walk (feet)	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total [2]				Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
Ia	1	Ia.1	14,700	-	1,500	5,000	-		-	-	-	-	-	-	-	-
Ia	2	Ia.2	21,500	-	1,600	10,800	-		-	-	-	-	-	-	-	-
Ia	3	Ia.3	7,000	-	-	-	-		-	-	-	-	-	-	-	-
Ia	4	Ia.4	6,700	-	1,300	-	-		-	-	-	-	-	-	-	-
Ia	5	Ia.5	-	-	-	-	-		-	-	-	-	-	-	-	-
Ia	6	Ia.6	-	-	-	-	-		-	-	-	-	-	-	-	-
Sub-total			*49,900*	-	*4,400*	*15,800*	-	*70,100*	-	-	-	-	-	-	-	-

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane (feet)	New 4 Lane (feet)	Bike/Walk (feet)	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total [2]				Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
Ib	1	Ib.1	8,900	-	2,500	1,400	-		-	-	-	-	-	-	-	-
Ib	2	Ib.2	2,600	-	-	-	-		-	-	-	-	-	-	-	-
Ib	3	Ib.3	1,600	-	-	600	-		-	-	-	-	-	-	-	-
Ib	4	Ib.4	-	-	1,300	-	-		-	-	-	-	-	-	-	-
Ib	5	Ib.5	1,100	-	5,700	-	-		-	-	-	-	-	-	-	-
Ib	6	Ib.6	5,000	-	-	3,800	-		-	-	-	-	-	-	-	-
Ib	7	Ib.7	2,300	-	5,800	2,000	-		-	-	-	-	-	-	-	-
Sub-total			*21,500*	-	*15,300*	*7,800*	-	*44,600*	-	-	-	-	-	-	-	-

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane (feet)	New 4 Lane (feet)	Bike/Walk (feet)	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total [2]				Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
II	1	II.1	6,300	-	4,200	6,900	-		-	-	-	-	-	-	-	-
II	2	II.2	-	-	-	-	-		-	-	-	-	-	-	-	-
II	3	II.3	800	-	-	600	-		-	-	-	-	-	-	-	-
II	4	II.4	2,900	-	-	-	-		-	-	-	-	-	-	-	-
II	5	II.5	6,900	-	1,100	4,800	-		-	-	-	-	-	-	-	-
II	6	II.6	-	-	1,000	-	-		-	-	-	-	-	-	-	-
II	7	II.7	3,000	-	2,300	4,000	-		-	-	-	-	-	-	-	-
II	8	II.8	2,000	-	2,200	2,900	-		-	-	-	-	-	-	-	-
II	9	II.9	-	-	5,400	5,900	5,400		-	-	-	-	-	-	-	-
II	10	II.10	7,600	-	6,600	7,000	6,600		-	-	-	-	-	-	-	-
II	11	II.11	4,800	-	900	-	900		-	-	-	-	-	-	-	-
II	12	II.12	6,200	-	900	4,400	900		-	-	-	-	-	-	-	-
II	13	II.13	500	-	-	1,000	-		-	-	-	-	-	-	-	-
II	14	II.14	-	-	-	-	-		-	-	-	-	-	-	-	-
II	15	II.15	4,300	-	300	2,200	-		-	-	-	-	-	-	-	-
Sub-total			*45,300*	-	*24,900*	*39,700*	*13,800*	*109,900*	-	-	-	-	-	-	-	-

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane (feet)	New 4 Lane (feet)	Bike/Walk (feet)	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total [2]				Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
III	1	III.1	-	-	2,000	2,900	2,000		-	-	-	-	-	-	-	-
III	2	III.2	-	-	-	-	-		-	-	-	-	-	-	-	-
III	3	III.3	7,500	-	2,300	700	2,300		-	-	-	-	-	-	-	-
III	4	III.4	-	-	3,400	4,500	3,400		-	-	-	-	-	-	-	-
III	5	III.5	-	-	3,200	6,700	3,200		-	-	-	-	-	-	-	-
III	6	III.6	-	-	900	3,500	900		-	-	-	-	-	-	-	-

III	7	III.7	-	-	-	1,000	-		-	-	-	-	-	-	-	-
III	8	III.8	-	-	-	900	-		-	-	-	-	-	-	-	-
Sub-total			*7,500*	-	*11,800*	*20,200*	*11,800*	*39,500*	-	-	-	-	-	-	-	-

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane	New 4 Lane	Bike/Walk	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total	(feet)	(feet)	(feet)	Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
Ia	1	ARNG.1	11,800	-	-	-	-		-	-	-	-	-	-	-	-
Ia	2	ARNG.2	500	-	-	-	-		-	-	-	-	-	-	-	-
Ia	3	ARNG.3	1,800	-	-	-	-		-	-	-	-	-	-	-	-
Ia	4	ARNG.4	-	-	-	-	-		-	-	-	-	-	-	-	-
Ia	5	ARNG.5	-	-	-	-	-		-	-	-	-	-	-	-	-
Sub-total			*14,100*	-	-	-	-	*14,100*	-	-	-	-	-	-	-	-

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane	New 4 Lane	Bike/Walk	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total	(feet)	(feet)	(feet)	Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
Ia	1	OS.1	-	-	-	-	-		-	-	-	-	-	-	-	-
Ia	2	OS.2	-	-	-	-	-		-	-	-	-	-	-	-	-
Ia	3	OS.3	600	-	-	3,400	-		-	-	-	-	-	-	-	-
Ia	4	OS.4	1,300	-	-	-	-		-	-	-	-	-	-	-	-
Ib	5	OS.5	2,600	-	2,100	-	-		-	-	-	-	-	-	-	-
II	6	OS.6	3,300	-	800	400	-		-	-	-	-	-	-	-	-
Ib	7	OS.7	1,500	-	1,800	1,200	-		-	-	-	-	-	-	-	-
III	8	OS.8	-	-	-	300	-		-	-	-	-	-	-	-	-
III	9	OS.9	-	-	6,600	-	-		-	-	-	-	-	-	-	-
Ia	10	OS.10	2,200	-	1,500	-	-		-	-	-	-	-	-	-	-
Ib	11	OS.11	5,400	-	-	-	-		-	-	-	-	-	-	-	-
II	12	OS.12	1,200	-	3,000	300	3,000		-	-	-	-	-	-	-	-
III	13	OS.13	1,200	-	2,000	2,800	2,000		-	-	-	-	-	-	-	-
III	14	OS.14	-	-	-	-	-		-	-	-	-	-	-	-	-
III	15	OS.15	11,700	-	-	-	-		-	-	-	-	-	-	-	-
Sub-total			*31,000*	-	*17,800*	-	*5,000*	*48,800*	-	-	-	-	-	-	-	-

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane	New 4 Lane	Bike/Walk	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total	(feet)	(feet)	(feet)	Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
Ia	1	ART.1	-	-	-	-	-		12,000	-	-	-	-	-	-	-
Ib	2	ART.2	-	-	-	-	-		-	4,000	-	-	-	-	-	-
II	3	ART.3	-	-	-	-	-		-	10,520	-	-	-	-	-	-
III	4	ART.4	-	-	-	-	-		-	-	-	-	-	-	-	-
III	5	ART.5	-	-	-	-	-		-	-	-	-	-	-	-	-
Sub-total			-	-	-	-	-	-	*12,000*	*14,520*	-	-	-	-	-	-

Phase	Parcel	Parcel ID	2 Lane to 2 Lane Road (feet)						2-4 Lane	New 4 Lane	Bike/Walk	Bridges				
			Existing Maintain	Existing Imp	Demolished	New	Intrm Closed	Total	(feet)	(feet)	(feet)	Ex Maintain	Ex Replace	New 2Lane	New 4Lane	New Bike
Ia	1	BW.1	-	-	-	-	-		-	-	15,200	-	-	-	-	-
Ib	2	BW.2	-	-	-	-	-		-	-	12,000	-	-	-	-	-
II	3	BW.3	-	-	-	-	-		-	-	25,200	-	-	-	-	-
III	4	BW.4	-	-	-	-	-		-	-	19,600	-	-	-	-	-
Sub-total			-	-	-	-	-	-	-	-	*72,000*	-	-	-	-	-

Road Totals			*169,300*		*74,200*	*83,500*	*30,600*	*327,000*	*12,000*	*14,520*	*72,000*	-	-	-	-	-

Notes:

1 Data provided by EDAW, Alexandria, 8/15/97 and updated 8/27/97

2 Road total does not include interim closed roads.

Land Use Summary by Parcel & Phase

Phase	Parcel	Parcel ID	Phase Assigned	Existing Space Retail	Existing Space Office	Existing Space Industrial		Future Space Retail	Future Space Office	Future Space Industrial
Ia	1	Ia.1	Ia	-	-	-	0 Ia.1	-	-	-
Ia	2	Ia.2	Ia	-	-	-	0 Ia.2	-	-	-
Ia	3	Ia.3	Ia	-	-	-	0 Ia.3	-	-	-
Ia	4	Ia.4	Ia	-	-	-	0 Ia.4	-	-	-
Ia	5	Ia.5	Ia	-						
Ia	6	Ia.6	Ia							
Phase Ia Sub-total				-	-	-		-	-	-

Phase	Parcel	Parcel ID	Phase Assigned	Existing Space Retail	Existing Space Office	Existing Space Industrial		Future Space Retail	Future Space Office	Future Space Industrial
Ib	1	Ib.1	Ib	27,452	9,328	-	0 Ib.1	-	-	-
Ib	2	Ib.2	Ib	-	20,791	215,513	0 Ib.2	-	-	-
Ib	3	Ib.3	Ib	30,906	906	-	0 Ib.3	-	-	-
Ib	4	Ib.4	Ib	-	-	-	0 Ib.4	-	-	-
Ib	5	Ib.5	Ib	-	-	-	0 Ib.5	-	-	-
Ib	6	Ib.6	Ib	-	-	168,089	0 Ib.6	-	-	-
Ib	7	Ib.7	Ib	-	-	128,478	0 Ib.7	-	-	-
			Ib	-	-	-	0 Ib.8	-	-	-
Phase Ib Sub-total				58,358	31,024	512,060		-	-	-

Phase	Parcel	Parcel ID	Phase Assigned	Existing Space Retail	Existing Space Office	Existing Space Industrial		Future Space Retail	Future Space Office	Future Space Industrial
II	1	II.1	II	-	-	-	0 II.1	-	-	-
II	2	II.2	II	-	-	-	0 II.2	152,460	-	-
II	3	II.3	II	-	-	-	0 II.3	-	-	-
II	4	II.4	II	2,484	-	-	0 II.4	239,580	-	-
II	5	II.5	II	-	300,709	-	0 II.5	-	-	-
II	6	II.6	II	-	-	-	0 II.6	-	-	-
II	7	II.7	II	-	-	-	0 II.7	-	-	-
II	8	II.8	II	-	-	-	0 II.8	-	141,570	-
II	9	II.9	II	-	-	-	0 II.9	-	-	348,480
II	10	II.10	II	-	-	19,447	0 II.10	-	-	402,930
II	11	II.11	II	-	-	-	0 II.11	-	-	250,470
II	12	II.12	II	-	-	95,134	0 II.12	-	-	294,030
II	13	II.13	II	-	-	-	0 II.13	-	-	130,680
II	14	II.14	II	-	-	-	0 II.14	-	-	96,010
II	15	II.15	II							
Phase II Sub-total				2,464	300,709	114,581		392,040	141,570	########

Phase	Parcel	Parcel ID	Phase Assigned	Existing Space Retail	Existing Space Office	Existing Space Industrial		Future Space Retail	Future Space Office	Future Space Industrial
III	1	III.1	III							
III	2	III.2	III							
III	3	III.3	III	-	-	-	0 III.3	-	-	-
III	4	III.4	III	-	-	-	0 III.4	-	-	206,910
III	5	III.5	III	-	-	-	0 III.5	-	-	250,470
III	6	III.6	III	-	-	-	0 III.6	-	-	283,140
III	7	III.7	III	-	-	-	0 III.7	-	-	206,910
III	8	III.8	III							
Phase III Sub-total				-	-	-		-	-	947,430

Phase	Parcel	Parcel ID	Phase Assigned	Existing Space Retail	Existing Space Office	Existing Space Industrial		Future Space Retail	Future Space Office	Future Space Industrial
ARNG	1	ARNG.1	Ia							
ARNG	2	ARNG.2	Ia							
ARNG	3	ARNG.3	Ia							
ARNG	4	ARNG.4	Ia							
ARNG	5	ARNG.5	Ia							
ARNG Sub-total										

Phase	Parcel	Parcel ID	Phase Assigned
OS	1	OS.1	Ia
OS	2	OS.2	Ia
OS	3	OS.3	Ia
OS	4	OS.4	Ia
OS	5	OS.5	Ib
OS	6	OS.6	II
OS	7	OS.7	Ib
OS	8	OS.8	III
OS	9	OS.9	III
OS	10	OS.10	Ia
OS	11	OS.11	Ib
OS	12	OS.12	II
OS	13	OS.13	III
OS	14	OS.14	III
OS	15	OS.15	III
Open Space Sub-total			

Phase	Parcel	Parcel ID	Phase Assigned
Arterial	1	ART.1	
	2	ART.2	
	3	ART.3	
	4	ART.4	
	5	ART.5	
Arterials Sub-total			

Phase	Parcel	Parcel ID	Phase Assigned
Ia	1	BW.1	Ia
Ib	2	BW.2	Ib
II	3	BW.3	II
III	4	BW.4	III
Bike/Walk Sub-total			

Totals	

Roads Summary

	Road Category	Road Length (miles)		Total Project ($)	Annual Cost Distribu Year 1 2000	Year 2 2001
Existing 2 Lane Roads (Maintenance Only)						
Phase Ia	Phase Ia Parcels	9.451		$ 388,022		
	Army National Guard	2.670		$ 109,642		
	Open Space	0.777		$ 31,882		
	Arterials	0.000		$ -		
Phase Ib	Phase Ib Parcels	4.072		$ 167,184		
	Army National Guard	0.000		$ -		
	Open Space	1.799		$ 73,872		
	Arterials	0.000		$ -		
Phase II	Phase II Parcels	8.580		$ 352,253		
	Army National Guard	0.000		$ -		
	Open Space	0.852		$ 34,992		
	Arterials	0.000		$ -		
Phase III	Phase III Parcels	1.420		$ 58,320		
	Army National Guard	0.000		$ -		
	Open Space	2.443		$ 100,310		
	Arterials	0.000		$ -		
Non-Parcel Costs				$ 32,912		
	Sub-total	***32.064***		***$ 1,349,389***		
Existing 2 Lane Roads (Improvements)						
Phase Ia	Phase Ia Parcels	0.000		$ -		
	ARNG	0.000		$ -		
	Open Space	0.000		$ -		
	Arterials	0.000		$ -		
Phase Ib	Phase Ib Parcels	0.000		$ -		
	ARNG	0.000		$ -		
	Open Space	0.000		$ -		
	Arterials	0.000		$ -		
Phase II	Phase II Parcels	0.000		$ -		

	ARNG	0.000	$ -
	Open Space	0.000	$ -
	Arterials	0.000	$ -
Phase III	Phase III Parcels	0.000	$ -
	ARNG	0.000	$ -
	Open Space	0.000	$ -
	Arterials	0.000	$ -
Non-Parcel Costs			$ -
	Sub-Total	**0.000**	**$ -**
Existing 2 Lane Roads (Demolish)			
Phase Ia	Phase Ia Parcels	0.833	$ 82,603
	ARNG	0.000	$ -
	Open Space	0.284	$ 28,160
	Arterials	0.000	$ -
Phase Ib	Phase Ib Parcels	2.898	$ 287,232
	ARNG	0.000	$ -
	Open Space	0.739	$ 73,216
	Arterials	0.000	$ -
Phase II	Phase II Parcels	4.716	$ 467,456
	ARNG	0.000	$ -
	Open Space	0.720	$ 71,339
	Arterials	0.000	$ -
Phase III	Phase III Parcels	2.235	$ 221,525
	ARNG	0.000	$ -
	Open Space	1.629	$ 161,451
	Arterials	0.000	$ -
Non-Parcel Costs			$ 34,825
	Sub-Total	***14.053***	***$ 1,427,806***
Existing 2 Lane Roads (Interim Closures)			
Phase Ia	Phase Ia Parcels	0.000	$ -
	ARNG	0.000	$ -
	Open Space	0.000	$ -
	Arterials	0.000	$ -
Phase Ib	Phase Ib Parcels	0.000	$ -
	ARNG	0.000	$ -

		0.000	$ -
	Open Space	0.000	$ -
	Arterials	0.000	$ -
Phase II	Phase II Parcels	2.614	$ 41,818
	ARNG	0.000	$ -
	Open Space	0.568	$ 9,091
	Arterials	0.000	$ -
Phase III	Phase III Parcels	2.235	$ 35,758
	ARNG	0.000	$ -
	Open Space	0.379	$ 6,061
	Arterials	0.000	$ -
Non-Parcel Costs			$ 2,318
	Sub-Total	***5.795***	***$ 95,045***
New Roads (2-Lane)			
Phase Ia	Phase Ia Parcels	2.992	$ 7,389,642
	ARNG	0.000	$ -
	Open Space	0.644	$ 1,590,176
	Arterials	0.000	$ -
Phase Ib	Phase Ib Parcels	1.477	$ 3,648,051
	ARNG	0.000	$ -
	Open Space	0.227	$ 561,239
	Arterials	0.000	$ -
Phase II	Phase II Parcels	7.519	$ 18,567,645
	ARNG	0.000	$ -
	Open Space	0.133	$ 327,389
	Arterials	0.000	$ -
Phase III	Phase III Parcels	3.826	$ 9,447,517
	ARNG	0.000	$ -
	Open Space	0.587	$ 1,449,866
	Arterials	0.000	$ -
Non-Parcel Costs			$ 1,074,538
	Sub-Total	***17.405***	***$ 44,056,064***
New Roads (4-Lane)			
Phase Ia	Phase Ia Parcels	0.000	$ -
	ARNG	0.000	$ -
	Open Space	0.000	$ -

	Arterials	0.000	$	-
Phase Ib	Phase Ib Parcels	0.000	$	-
	ARNG	0.000	$	-
	Open Space	0.000	$	-
	Arterials	0.758	$	3,557,216
Phase II	Phase II Parcels	0.000	$	-
	ARNG	0.000	$	-
	Open Space	0.000	$	-
	Arterials	1.992	$	9,355,478
Phase III	Phase III Parcels	0.000	$	-
	ARNG	0.000	$	-
	Open Space	0.000	$	-
	Arterials	0.000	$	-
Non-Parcel Costs			$	322,817
	Sub-Total	***2.750***	***$***	***13,235,511***
Convert Roads 2 Lane to 4 Lane				
Phase Ia	Phase Ia Parcels	0.000	$	-
	ARNG	0.000	$	-
	Open Space	0.000	$	-
	Arterials	2.273	$	8,340,455
Phase Ib	Phase Ib Parcels	0.000	$	-
	ARNG	0.000	$	-
	Open Space	0.000	$	-
	Arterials	0.000	$	-
Phase II	Phase II Parcels	0.000	$	-
	ARNG	0.000	$	-
	Open Space	0.000	$	-
	Arterials	0.000	$	-
Phase III	Phase III Parcels	0.000	$	-
	ARNG	0.000	$	-
	Open Space	0.000	$	-
	Arterials	0.000	$	-
Non-Parcel Costs			$	208,511
	Sub-Total	***2.273***	***$***	***8,548,966***

Total All Road Costs by Phase

	Phase Ia	Phase Ib	Phase II	Phase III	Non-Parcel	Total
Ex 2 L Roads (Main)	$ 529,546	$ 241,056	$ 387,245	$ 158,630	$ 32,912	$ 1,349,389
Ex 2 L Roads (Improv)	$ -	$ -	$ -	$ -	$ -	$ -
Ex 2 L Roads (Demolish)	$ 110,763	$ 360,448	$ 538,795	$ 382,976	$ 34,825	$ 1,427,806
Ex 2 L Roads (Intrm Clos)	$ -	$ -	$ 50,909	$ 41,818	$ 2,318	$ 95,045
New Roads (2-Lane)	$ 8,979,818	$ 4,209,290	$ 18,895,034	$ 10,897,384	$ 1,074,538	$ 44,056,064
New Roads (4-Lane)	$ -	$ 3,557,216	$ 9,355,478	$ -	$ 322,817	$ 13,235,511
Convert Roads 2 L to 4 L	$ 8,340,455	$ -	$ -	$ -	$ 208,511	$ 8,548,966
Total All Roads	***$ 17,960,581***	***$ 8,368,010***	***$ 29,227,460***	***$ 11,480,808***	***$ 1,675,921***	***$ 68,712,781***

Total All Road Lengths by Phase

	Phase Ia	Phase Ib	Phase II	Phase III	Non-Parcel	Total
Ex 2 L Roads (Main)						-
Ex 2 L Roads (Improv)						-
Ex 2 L Roads (Demolish)						-
Ex 2 L Roads (Intrm Clos)						-
New Roads (2-Lane)						-
New Roads (4-Lane)						-
Convert Roads 2 L to 4 L						-
Total All Roads	-	-	-	-	-	-

Total All Roads by Road Category

Existing 2 Lane Roads (Maintenance Only)	$ 1,349,389
Existing 2 Lane Roads (Improvements)	$ -
Existing 2 Lane Roads (Demolish)	$ 1,427,806
Existing 2 Lane Roads (Interim Closures)	$ 95,045
New Roads (2-Lane)	$ 44,056,064
New Roads (4-Lane)	$ 13,235,511
Convert Roads 2 Lane to 4 Lane	$ 8,548,966
Total All Roads	***$ 68,712,781***

Existing Roads (Maintenance Only)

Parcel Assigned	Parcel ID	Road Length (feet)	Road Length (miles)	Sub-Total Construction ($)	Total Construction ($)	Total Project ($)
Ia	Ia.1	14,700	2.78	$ 95,256	$ 114,307	$ 114,307
Ia	Ia.2	21,500	4.07	$ 139,320	$ 167,184	$ 167,184
Ia	Ia.3	7,000	1.33	$ 45,360	$ 54,432	$ 54,432
Ia	Ia.4	6,700	1.27	$ 43,416	$ 52,099	$ 52,099
Ia	Ia.5	-	0.00	$ -	$ -	$ -
Ia	Ia.6	-	0.00	$ -	$ -	$ -
	Sub-Total	*49,900*	*9.45*	*$ 323,352*	*$ 388,022*	*$ 388,022*
Ib	Ib.1	8,900	1.69	$ 57,672	$ 69,206	$ 69,206
Ib	Ib.2	2,600	0.49	$ 16,848	$ 20,218	$ 20,218
Ib	Ib.3	1,600	0.30	$ 10,368	$ 12,442	$ 12,442
Ib	Ib.4	-	0.00	$ -	$ -	$ -
Ib	Ib.5	1,100	0.21	$ 7,128	$ 8,554	$ 8,554
Ib	Ib.6	5,000	0.95	$ 32,400	$ 38,880	$ 38,880
Ib	Ib.7	2,300	0.44	$ 14,904	$ 17,885	$ 17,885
	Sub-total	*21,500*	*4.07*	*$ 139,320*	*$ 167,184*	*$ 167,184*
II	II.1	6,300	1.19	$ 40,824	$ 48,989	$ 48,989
II	II.2	-	0.00	$ -	$ -	$ -
II	II.3	800	0.15	$ 5,184	$ 6,221	$ 6,221
II	II.4	2,900	0.55	$ 18,792	$ 22,550	$ 22,550
II	II.5	6,900	1.31	$ 44,712	$ 53,654	$ 53,654
II	II.6	-	0.00	$ -	$ -	$ -
II	II.7	3,000	0.57	$ 19,440	$ 23,328	$ 23,328
II	II.8	2,000	0.38	$ 12,960	$ 15,552	$ 15,552
II	II.9	-	0.00	$ -	$ -	$ -
II	II.10	7,600	1.44	$ 49,248	$ 59,098	$ 59,098
II	II.11	4,800	0.91	$ 31,104	$ 37,325	$ 37,325
II	II.12	6,200	1.17	$ 40,176	$ 48,211	$ 48,211
II	II.13	500	0.09	$ 3,240	$ 3,888	$ 3,888
II	II.14	-	0.00	$ -	$ -	$ -
II	II.15	4,300	0.81	$ 27,864	$ 33,437	$ 33,437
	Sub-Total	*45,300*	*8.58*	*$ 293,544*	*$ 352,253*	*$ 352,253*
III	III.1	-	0.00	$ -	$ -	$ -
III	III.2	-	0.00	$ -	$ -	$ -
III	III.3	7,500	1.42	$ 48,600	$ 58,320	$ 58,320
III	III.4	-	0.00	$ -	$ -	$ -
III	III.5	-	0.00	$ -	$ -	$ -
III	III.6	-	0.00	$ -	$ -	$ -
III	III.7	-	0.00	$ -	$ -	$ -
III	III.8	-	0.00	$ -	$ -	$ -
	Sub-Total	*7,500*	*1.42*	*$ 48,600*	*$ 58,320*	*$ 58,320*
Ia	ARNG.1	11,800	2.23	$ 76,464	$ 91,757	$ 91,757
Ia	ARNG.2	500	0.09	$ 3,240	$ 3,888	$ 3,888
Ia	ARNG.3	1,800	0.34	$ 11,664	$ 13,997	$ 13,997
Ia	ARNG.4	-	0.00	$ -	$ -	$ -
Ia	ARNG.5	-	0.00	$ -	$ -	$ -
	Sub-Total	*14,100*	*2.67*	*$ 91,368*	*$ 109,642*	*$ 109,642*
Ia	OS.1	-	0.00	$ -	$ -	$ -
Ia	OS.2	-	0.00	$ -	$ -	$ -
Ia	OS.3	600	0.11	$ 3,888	$ 4,666	$ 4,666
Ia	OS.4	1,300	0.25	$ 8,424	$ 10,109	$ 10,109
Ib	OS.5	2,600	0.49	$ 16,848	$ 20,218	$ 20,218
II	OS.6	3,300	0.63	$ 21,384	$ 25,661	$ 25,661
Ib	OS.7	1,500	0.28	$ 9,720	$ 11,664	$ 11,664
III	OS.8	-	0.00	$ -	$ -	$ -
III	OS.9	-	0.00	$ -	$ -	$ -

Ia	OS.10	2,200	0.42	$	14,256	$	17,107	$	17,107
Ib	OS.11	5,400	1.02	$	34,992	$	41,990	$	41,990
II	OS.12	1,200	0.23	$	7,776	$	9,331	$	9,331
III	OS.13	1,200	0.23	$	7,776	$	9,331	$	9,331
III	OS.14	-	0.00	$	-	$	-	$	-
III	OS.15	11,700	2.22	$	75,816	$	90,979	$	90,979
	Sub-Total	*31,000*	*5.87*	*$*	*200,880*	*$*	*241,056*	*$*	*241,056*
	Phase Ia	*4,100*	*0.78*	*$*	*26,568*	*$*	*31,882*	*$*	*31,882*
	Phase Ib	*9,500*	*1.80*	*$*	*61,560*	*$*	*73,872*	*$*	*73,872*
	Phase II	*4,500*	*0.85*	*$*	*29,160*	*$*	*34,992*	*$*	*34,992*
	Phase III	*12,900*	*2.44*	*$*	*83,592*	*$*	*100,310*	*$*	*100,310*
Ia	ART.1	-	0.00	$	-	$	-	$	-
Ib	ART.2	-	0.00	$	-	$	-	$	-
II	ART.3	-	0.00	$	-	$	-	$	-
III	ART.4	-	0.00	$	-	$	-	$	-
III	ART.5	-	0.00	$	-	$	-	$	-
	Sub-Total	-	*0.00*	*$*	-	*$*	-	*$*	-
	Phase Ia	-	-	*$*	-	*$*	-	*$*	-
	Phase Ib	-	-	*$*	-	*$*	-	*$*	-
	Phase II	-	-	*$*	-	*$*	-	*$*	-
	Phase III	-	-	*$*	-	*$*	-	*$*	-
Ia	BW.1	-	0.00	$	-	$	-	$	-
Ib	BW.2	-	0.00	$	-	$	-	$	-
II	BW.3	-	0.00	$	-	$	-	$	-
III	BW.4	-	0.00	$	-	$	-	$	-
	Sub-Total	-	*0.00*	*$*	-	*$*	-	*$*	-
	Other Non-Parcel Costs								
	Planning							*$*	*32,912*
	Item #2							*$*	-
	Item #3							*$*	-
	Item #4							*$*	-
	Sub-Total							*$*	*32,912*
	Total	*169,300*	*32.064*	*$*	*1,097,064*	*$*	*1,316,477*	*$*	*1,349,389*

Assumptions:		value	units
a *For Sub-Total Construction Costs Include:*			
Road Width		24	feet
Grade & Drain	$	-	$/mile
Pave with 1 inch surface layer	$	0.27	$/sq. ft.
b *For Total Construction Include:*			
Engineering Controls		2%	%
Mobilization		5%	%
Engineering & Inspection		13%	%
c *For Project Total Include:*			
Preliminary Engineering		0%	%
Utilities Relocation	$	-	$/mile
d For Planning Costs include:			
Planning		2.5%	%
e *Source:* Cost Estimate Chart (Feb. 17, 1995), Alabama Dept. of Transportation, Zone II, Hilly Terrain.			

Existing Roads (Demolish)

Parcel Assigned	Parcel ID	Road Length (feet)	Road Length (miles)	Sub-Total Construction ($)	Total Construction ($)	Total Project ($)
Ia	Ia.1	1,500	0.284	$ 25,600	$ 28,160	$ 28,160
Ia	Ia.2	1,600	0.303	$ 27,307	$ 30,037	$ 30,037
Ia	Ia.3	-	0.000	$ -	$ -	$ -
Ia	Ia.4	1,300	0.246	$ 22,187	$ 24,405	$ 24,405
Ia	Ia.5	-	0.000	$ -	$ -	$ -
Ia	Ia.6	-	0.000	$ -	$ -	$ -
	Sub-Total	*4,400*	*0.833*	*$ 75,093*	*$ 82,603*	*$ 82,603*
Ib	Ib.1	2,500	0.473	$ 42,667	$ 46,933	$ 46,933
Ib	Ib.2	-	0.000	$ -	$ -	$ -
Ib	Ib.3	-	0.000	$ -	$ -	$ -
Ib	Ib.4	1,300	0.246	$ 22,187	$ 24,405	$ 24,405
Ib	Ib.5	5,700	1.080	$ 97,280	$ 107,008	$ 107,008
Ib	Ib.6	-	0.000	$ -	$ -	$ -
Ib	Ib.7	5,800	1.098	$ 98,987	$ 108,885	$ 108,885
	Sub-total	*15,300*	*2.898*	*$ 261,120*	*$ 287,232*	*$ 287,232*
II	II.1	4,200	0.795	$ 71,680	$ 78,848	$ 78,848
II	II.2	-	0.000	$ -	$ -	$ -
II	II.3	-	0.000	$ -	$ -	$ -
II	II.4	-	0.000	$ -	$ -	$ -
II	II.5	1,100	0.208	$ 18,773	$ 20,651	$ 20,651
II	II.6	1,000	0.189	$ 17,067	$ 18,773	$ 18,773
II	II.7	2,300	0.436	$ 39,253	$ 43,179	$ 43,179
II	II.8	2,200	0.417	$ 37,547	$ 41,301	$ 41,301
II	II.9	5,400	1.023	$ 92,160	$ 101,376	$ 101,376
II	II.10	6,600	1.250	$ 112,640	$ 123,904	$ 123,904
II	II.11	900	0.170	$ 15,360	$ 16,896	$ 16,896
II	II.12	900	0.170	$ 15,360	$ 16,896	$ 16,896
II	II.13	-	0.000	$ -	$ -	$ -
II	II.14	-	0.000	$ -	$ -	$ -
II	II.15	300	0.057	$ 5,120	$ 5,632	$ 5,632
	Sub-Total	*24,900*	*4.716*	*$ 424,960*	*$ 467,456*	*$ 467,456*
III	III.1	2,000	0.379	$ 34,133	$ 37,547	$ 37,547
III	III.2	-	0.000	$ -	$ -	$ -
III	III.3	2,300	0.436	$ 39,253	$ 43,179	$ 43,179
III	III.4	3,400	0.644	$ 58,027	$ 63,829	$ 63,829
III	III.5	3,200	0.606	$ 54,613	$ 60,075	$ 60,075
III	III.6	900	0.170	$ 15,360	$ 16,896	$ 16,896
III	III.7	-	0.000	$ -	$ -	$ -
III	III.8	-	0.000	$ -	$ -	$ -
	Sub-Total	*11,800*	*2.235*	*$ 201,387*	*$ 221,525*	*$ 221,525*
Ia	ARNG.1	-	0.000	$ -	$ -	$ -
Ia	ARNG.2	-	0.000	$ -	$ -	$ -
Ia	ARNG.3	-	0.000	$ -	$ -	$ -
Ia	ARNG.4	-	0.000	$ -	$ -	$ -
Ia	ARNG.5	-	0.000	$ -	$ -	$ -
	Sub-Total	*-*	*0.000*	*$ -*	*$ -*	*$ -*
Ia	OS.1	-	0.000	$ -	$ -	$ -
Ia	OS.2	-	0.000	$ -	$ -	$ -
Ia	OS.3	-	0.000	$ -	$ -	$ -
Ia	OS.4	-	0.000	$ -	$ -	$ -
Ib	OS.5	2,100	0.398	$ 35,840	$ 39,424	$ 39,424
II	OS.6	800	0.152	$ 13,653	$ 15,019	$ 15,019

Ib	OS.7	1,800	0.341	$	30,720	$	33,792	$	33,792
III	OS.8	-	0.000	$	-	$	-	$	-
III	OS.9	6,600	1.250	$	112,640	$	123,904	$	123,904
Ia	OS.10	1,500	0.284	$	25,600	$	28,160	$	28,160
Ib	OS.11	-	0.000	$	-	$	-	$	-
Ib	OS.12	3,000	0.568	$	51,200	$	56,320	$	56,320
II	OS.13	2,000	0.379	$	34,133	$	37,547	$	37,547
III	OS.14	-	0.000	$	-	$	-	$	-
III	OS.15	-	0.000	$	-	$	-	$	-
	Sub-Total	*17,800*	*3.371*	*$*	*303,787*	*$*	*334,165*	*$*	*334,165*
	Phase Ia	*1,500*	*0.28*	*$*	*25,600*	*$*	*28,160*	*$*	*28,160*
	Phase Ib	*3,900*	*0.74*	*$*	*66,560*	*$*	*73,216*	*$*	*73,216*
	Phase II	*3,800*	*0.72*	*$*	*64,853*	*$*	*71,339*	*$*	*71,339*
	Phase III	*8,600*	*1.63*	*$*	*146,773*	*$*	*161,451*	*$*	*161,451*
Ia	ART.1	-	0.000	$	-	$	-	$	-
Ib	ART.2	-	0.000	$	-	$	-	$	-
II	ART.3	-	0.000	$	-	$	-	$	-
III	ART.4	-	0.000	$	-	$	-	$	-
III	ART.5	-	0.000	$	-	$	-	$	-
	Sub-Total	-	*0.000*	*$*	-	*$*	-	*$*	-
	Phase Ia	-	-	*$*	-	*$*	-	*$*	-
	Phase Ib	-	-	*$*	-	*$*	-	*$*	-
	Phase II	-	-	*$*	-	*$*	-	*$*	-
	Phase III	-	-	*$*	-	*$*	-	*$*	-
Ia	BW.1	-	0.000	$	-	$	-	$	-
Ib	BW.2	-	0.000	$	-	$	-	$	-
II	BW.3	-	0.000	$	-	$	-	$	-
III	BW.4	-	0.000	$	-	$	-	$	-
	Sub-Total	-	*0.000*	*$*	-	*$*	-	*$*	-
	Other Non-Parcel Costs								
	Planning							*$*	*34,825*
	Item #2							*$*	-
	Item #3							*$*	-
	Item #4							*$*	-
	Sub-Total							*$*	*34,825*
	Total	*74,200*	*14.053*	*$*	*1,266,347*	*$*	*1,392,981*	*$*	*1,427,806*

Assumptions:		value	units
a *For Sub-Total Construction Costs Include:*			
Road Width		24	feet
Removal of Pavement	$	3.20	$/SY
Erosion & Sediment Control	$	3.20	$/SY
b *For Total Construction include:*			
Contingency.		10%	%
c *For Project Total include:*			
Total Construction cost			
d *For Planning Costs include:*			
Planning		2.5%	%
e *Source:* Cost Estimate Chart (Feb. 17, 1995), Alabama Dept. of Transportation, Zone II, Hilly Terrain.			

Existing Roads (Interim Closures)

Parcel Assigned	Parcel ID	Road Length (feet)	Road Length (miles)	Closure/Reopen Cost ($)	Maintenance Cost ($)	Number of Years	Total Project ($)
Ia	Ia.1	-	-	$ -	$ -	-	$ -
Ia	Ia.2	-	-	$ -	$ -	-	$ -
Ia	Ia.3	-	-	$ -	$ -	-	$ -
Ia	Ia.4	-	-	$ -	$ -	-	$ -
Ia	Ia.5	-	-	$ -	$ -	-	$ -
Ia	Ia.6	-	-	$ -	$ -	-	$ -
	Sub-Total	-	-	$ -	$ -	-	$ -
Ib	Ib.1	-	-	$ -	$ -	-	$ -
Ib	Ib.2	-	-	$ -	$ -	-	$ -
Ib	Ib.3	-	-	$ -	$ -	-	$ -
Ib	Ib.4	-	-	$ -	$ -	-	$ -
Ib	Ib.5	-	-	$ -	$ -	-	$ -
Ib	Ib.6	-	-	$ -	$ -	-	$ -
Ib	Ib.7	-	-	$ -	$ -	-	$ -
	Sub-total	-	-	$ -	$ -	-	$ -
II	II.1	-	-	$ -	$ -	-	$ -
II	II.2	-	-	$ -	$ -	-	$ -
II	II.3	-	-	$ -	$ -	-	$ -
II	II.4	-	-	$ -	$ -	-	$ -
II	II.5	-	-	$ -	$ -	-	$ -
II	II.6	-	-	$ -	$ -	-	$ -
II	II.7	-	-	$ -	$ -	-	$ -
II	II.8	-	-	$ -	$ -	-	$ -
II	II.9	5,400	1.02	$ 10,227	$ 6,136	1	$ 16,364
II	II.10	6,600	1.25	$ 12,500	$ 7,500	1	$ 20,000
II	II.11	900	0.17	$ 1,705	$ 1,023	1	$ 2,727
II	II.12	900	0.17	$ 1,705	$ 1,023	1	$ 2,727
II	II.13	-	-	$ -	$ -	-	$ -
II	II.14	-	-	$ -	$ -	-	$ -
II	II.15	-	-	$ -	$ -	-	$ -
	Sub-Total	*13,800*	*2.61*	*$ 26,136*	*$ 15,682*	*4*	*$ 41,818*
III	III.1	2,000	0.38	$ 3,788	$ 2,273	1	$ 6,061
III	III.2	-	-	$ -	$ -	-	$ -
III	III.3	2,300	0.44	$ 4,356	$ 2,614	1	$ 6,970
III	III.4	3,400	0.64	$ 6,439	$ 3,864	1	$ 10,303
III	III.5	3,200	0.61	$ 6,061	$ 3,636	1	$ 9,697
III	III.6	900	0.17	$ 1,705	$ 1,023	1	$ 2,727
III	III.7	-	-	$ -	$ -	-	$ -
III	III.8	-	-	$ -	$ -	-	$ -
	Sub-Total	*11,800*	*2.23*	*$ 22,348*	*$ 13,409*	*5*	*$ 35,758*
Ia	ARNG.1	-	-	$ -	$ -	-	$ -
Ia	ARNG.2	-	-	$ -	$ -	-	$ -
Ia	ARNG.3	-	-	$ -	$ -	-	$ -
Ia	ARNG.4	-	-	$ -	$ -	-	$ -
Ia	ARNG.5	-	-	$ -	$ -	-	$ -
	Sub-Total	-	-	$ -	$ -	-	$ -
Ia	OS.1	-	-	$ -	$ -	-	$ -
Ia	OS.2	-	-	$ -	$ -	-	$ -
Ia	OS.3	-	-	$ -	$ -	-	$ -

Ia	OS.4	-	-	$ -	$ -	-	$ -
Ib	OS.5	-	-	$ -	$ -	-	$ -
II	OS.6	-	-	$ -	$ -	-	$ -
Ib	OS.7	-	-	$ -	$ -	-	$ -
III	OS.8	-	-	$ -	$ -	-	$ -
III	OS.9	-	-	$ -	$ -	-	$ -
Ia	OS.10	-	-	$ -	$ -	-	$ -
Ib	OS.11	-	-	$ -	$ -	-	$ -
II	OS.12	3,000	0.57	$ 5,682	$ 3,409	1	$ 9,091
III	OS.13	2,000	0.38	$ 3,788	$ 2,273	1	$ 6,061
III	OS.14	-	-	$ -	$ -	-	$ -
III	OS.15	-	-	$ -	$ -	-	$ -
	Sub-Total	*5,000*	*0.95*	*$ 9,470*	*$ 5,682*	*2*	*$ 15,152*
	Phase Ia	-	-				*$ -*
	Phase Ib	-	-				*$ -*
	Phase II	*3,000*	*0.57*				*$ 9,091*
	Phase III	*2,000*	*0.38*				*$ 6,061*
Ia	ART.1	-	-	$ -	$ -	-	$ -
Ib	ART.2	-	-	$ -	$ -	-	$ -
II	ART.3	-	-	$ -	$ -	-	$ -
III	ART.4	-	-	$ -	$ -	-	$ -
III	ART.5	-	-	$ -	$ -	-	$ -
	Sub-Total	-	-	*$ -*	*$ -*	-	*$ -*
	Phase Ia	-	-				*$ -*
	Phase Ib	-	-				*$ -*
	Phase II	-	-				*$ -*
	Phase III	-	-				*$ -*
Ia	BW.1	-	-	$ -	$ -	-	$ -
Ib	BW.2	-	-	$ -	$ -	-	$ -
II	BW.3	-	-	$ -	$ -	-	$ -
III	BW.4	-	-	$ -	$ -	-	$ -
	Sub-Total	-	-	*$ -*	*$ -*	-	*$ -*
	Other Non-Parcel Costs						
	Planning						*$ 2,318*
	Item #2						*$ -*
	Item #3						*$ -*
	Item #4						*$ -*
	Sub-Total						$ 2,318
	Total	*30,600*	*5.795*	*$ 57,955*	*$ 34,773*	*11*	*$ 95,045*

Assumptions:	value	units
a *For Project Total Costs include:*		
Closure/Reopening Cost	$ 10,000	$/mile
Annual Maintenance Cost	$ 6,000	$/mile/yr
b For Planning Costs include:		
Planning	2.5%	%
c *Source:* Cost Estimate Chart (Feb. 17, 1995), Alabama Dept. of Transportation, Zone II, Hilly Terrain.		

New Roads (2-Lane)

Parcel Assigned	Parcel ID	Road Length (feet)	Road Length (miles)	Sub-Total Construction ($)	Total Construction ($)	Total Project ($)
Ia	Ia.1	5,000	0.947	$ 1,740,530	$ 2,088,636	$ 2,338,494
Ia	Ia.2	10,800	2.045	$ 3,759,545	$ 4,511,455	$ 5,051,148
Ia	Ia.3	-	0.000	$ -	$ -	$ -
Ia	Ia.4	-	0.000	$ -	$ -	$ -
Ia	Ia.5	-	0.000	$ -	$ -	$ -
Ia	Ia.6	-	0.000	$ -	$ -	$ -
	Sub-Total	*15,800*	*2.992*	*$ 5,500,076*	*$ 6,600,091*	*$ 7,389,642*
Ib	Ib.1	1,400	0.265	$ 487,348	$ 584,818	$ 654,778
Ib	Ib.2	-	0.000	$ -	$ -	$ -
Ib	Ib.3	600	0.114	$ 208,864	$ 250,636	$ 280,619
Ib	Ib.4	-	0.000	$ -	$ -	$ -
Ib	Ib.5	-	0.000	$ -	$ -	$ -
Ib	Ib.6	3,800	0.720	$ 1,322,803	$ 1,587,364	$ 1,777,256
Ib	Ib.7	2,000	0.379	$ 696,212	$ 835,455	$ 935,398
	Sub-total	*7,800*	*1.477*	*$ 2,715,227*	*$ 3,258,273*	*$ 3,648,051*
II	II.1	6,900	1.307	$ 2,401,932	$ 2,882,318	$ 3,227,122
II	II.2	-	0.000	$ -	$ -	$ -
II	II.3	600	0.114	$ 208,864	$ 250,636	$ 280,619
II	II.4	-	0.000	$ -	$ -	$ -
II	II.5	4,800	0.909	$ 1,670,909	$ 2,005,091	$ 2,244,955
II	II.6	-	0.000	$ -	$ -	$ -
II	II.7	4,000	0.758	$ 1,392,424	$ 1,670,909	$ 1,870,795
II	II.8	2,900	0.549	$ 1,009,508	$ 1,211,409	$ 1,356,327
II	II.9	5,900	1.117	$ 2,053,826	$ 2,464,591	$ 2,759,423
II	II.10	7,000	1.326	$ 2,436,742	$ 2,924,091	$ 3,273,892
II	II.11	-	0.000	$ -	$ -	$ -
II	II.12	4,400	0.833	$ 1,531,667	$ 1,838,000	$ 2,057,875
II	II.13	1,000	0.189	$ 348,106	$ 417,727	$ 467,699
II	II.14	-	0.000	$ -	$ -	$ -
II	II.15	2,200	0.417	$ 765,833	$ 919,000	$ 1,028,938
	Sub-Total	*39,700*	*7.519*	*$ 13,819,811*	*$ 16,583,773*	*$ 18,567,645*
III	III.1	2,900	0.549	$ 1,009,508	$ 1,211,409	$ 1,356,327
III	III.2	-	0.000	$ -	$ -	$ -
III	III.3	700	0.133	$ 243,674	$ 292,409	$ 327,389
III	III.4	4,500	0.852	$ 1,566,477	$ 1,879,773	$ 2,104,645
III	III.5	6,700	1.269	$ 2,332,311	$ 2,798,773	$ 3,133,582
III	III.6	3,500	0.663	$ 1,218,371	$ 1,462,045	$ 1,636,946
III	III.7	1,000	0.189	$ 348,106	$ 417,727	$ 467,699
III	III.8	900	0.170	$ 313,295	$ 375,955	$ 420,929
	Sub-Total	*20,200*	*3.826*	*$ 7,031,742*	*$ 8,438,091*	*$ 9,447,517*
Ia	ARNG.1	-	0.000	$ -	$ -	$ -
Ia	ARNG.2	-	0.000	$ -	$ -	$ -
Ia	ARNG.3	-	0.000	$ -	$ -	$ -
Ia	ARNG.4	-	0.000	$ -	$ -	$ -
Ia	ARNG.5	-	0.000	$ -	$ -	$ -
	Sub-Total	-	*0.000*	*$ -*	*$ -*	*$ -*
Ia	OS.1	-	0.000	$ -	$ -	$ -
Ia	OS.2	-	0.000	$ -	$ -	$ -
Ia	OS.3	3,400	0.644	$ 1,183,561	$ 1,420,273	$ 1,590,176
Ia	OS.4	-	0.000	$ -	$ -	$ -
Ib	OS.5	-	0.000	$ -	$ -	$ -
II	OS.6	400	0.076	$ 139,242	$ 167,091	$ 187,080
Ib	OS.7	1,200	0.227	$ 417,727	$ 501,273	$ 561,239
III	OS.8	300	0.057	$ 104,432	$ 125,318	$ 140,310
III	OS.9	-	0.000	$ -	$ -	$ -

Ia	OS.10	-	0.000	$ -	$ -	$ -
Ib	OS.11	-	0.000	$ -	$ -	$ -
II	OS.12	300	0.057	$ 104,432	$ 125,318	$ 140,310
III	OS.13	2,800	0.530	$ 974,697	$ 1,169,636	$ 1,309,557
III	OS.14	-	0.000	$ -	$ -	$ -
III	OS.15	-	0.000	$ -	$ -	$ -
	Sub-Total	*8,400*	*1.591*	*$ 2,924,091*	*$ 3,508,909*	*$ 3,928,670*
	Phase Ia	*3,400*	*0.64*	*$ 1,183,561*	*$ 1,420,273*	*$ 1,590,176*
	Phase Ib	*1,200*	*0.23*	*$ 417,727*	*$ 501,273*	*$ 561,239*
	Phase II	*700*	*0.13*	*$ 243,674*	*$ 292,409*	*$ 327,389*
	Phase III	*3,100*	*0.59*	*$ 1,079,129*	*$ 1,294,955*	*$ 1,449,866*

Ia	ART.1	-	0.000	$ -	$ -	$ -
Ib	ART.2	-	0.000	$ -	$ -	$ -
II	ART.3	-	0.000	$ -	$ -	$ -
III	ART.4	-	0.000	$ -	$ -	$ -
III	ART.5	-	0.000	$ -	$ -	$ -
	Sub-Total	-	*0.000*	$ -	$ -	$ -
	Phase Ia	-	-	$ -	$ -	$ -
	Phase Ib	-	-	$ -	$ -	$ -
	Phase II	-	-	$ -	$ -	$ -
	Phase III	-	-	$ -	$ -	$ -

Ia	BW.1	-	0.000	$ -	$ -	$ -
Ib	BW.2	-	0.000	$ -	$ -	$ -
II	BW.3	-	0.000	$ -	$ -	$ -
III	BW.4	-	0.000	$ -	$ -	$ -
	Sub-Total	-	*0.000*	$ -	$ -	$ -

Other Non-Parcel Costs	*$ 1,074,538*
Planning	$ -
Item #2	$ -
Item #3	$ -
Item #4	*$ 1,074,538*
Sub-Total	

Total	*91,900*	*17.405*	*$ 31,990,947*	*$ 38,389,136*	*$ 44,056,064*

Assumptions:	value	units
a *For Sub-Total Construction Costs Include:*		
Road Width	24	feet
Grade & Drain	$ 859,000	$/mile
Base & Pave	$ 979,000	$/mile
b *For Total Construction Include:*		
Engineering Controls	2%	%
Mobilization	5%	%
Engineering & Inspection	13%	%
c *For Project Total Include:*		
Preliminary Engineering	7.5%	%
Utilities Relocation	$ 126,000	$/mile
d *For Planning Costs Include:*		
Planning	2.5%	%
e *Source:* Cost Estimate Chart (Feb. 17, 1995), Alabama Dept. of Transportation, Zone II, Hilly Terrain.		

Parking Lots

Phase Assigned	Parcel ID	Future Retail (park spaces)	Future Office (park spaces)	Future Industrial (park spaces)	Future Parking Space (square feet)	Total Project ($)
Ia	Ia.1	-	-	-	-	$ -
Ia	Ia.2	-	-	-	-	$ -
Ia	Ia.3	-	-	-	-	$ -
Ia	Ia.4	-	-	-	-	$ -
Ia	Ia.5	-	-	-	-	$ -
Ia	Ia.6	-	-	-	-	$ -
	Sub-Total	-	-	-	-	$ -
Ib	Ib.1	-	-	-	-	$ -
Ib	Ib.2	-	-	-	-	$ -
Ib	Ib.3	-	-	-	-	$ -
Ib	Ib.4	-	-	-	-	$ -
Ib	Ib.5	-	-	-	-	$ -
Ib	Ib.6	-	-	-	-	$ -
Ib	Ib.7	-	-	-	-	$ -
Ib	Ib.8	-	-	-	-	$ -
	Sub-Total	-	-	-	-	$ -
II	II.1	-	-	-	-	$ -
II	II.2	762	-	-	266,805	$ 2,668,050
II	II.3	-	-	-	-	$ -
II	II.4	1,198	-	-	419,265	$ 4,192,650
II	II.5	-	-	-	-	$ -
II	II.6	-	-	-	-	$ -
II	II.7	-	-	-	-	$ -
II	II.8	-	425	-	148,649	$ 1,486,485
II	II.9	-	-	592	207,346	$ 2,073,456
II	II.10	-	-	685	239,743	$ 2,397,434
II	II.11	-	-	426	149,030	$ 1,490,297
II	II.12	-	-	500	174,948	$ 1,749,479
II	II.13	-	-	222	77,755	$ 777,546
II	II.14	-	-	167	58,316	$ 583,160
II	II.15	-	-	-	-	$ -
	Sub-Total	*1,960*	*425*	*2,592*	*1,741,856*	$ *17,418,555*
III	III.1	-	-	-	-	$ -
III	III.2	-	-	-	-	$ -
III	III.3	-	-	-	-	$ -
III	III.4	-	-	352	123,111	$ 1,231,115
III	III.5	-	-	426	149,030	$ 1,490,297
III	III.6	-	-	481	168,468	$ 1,684,683
III	III.7	-	-	352	123,111	$ 1,231,115
III	III.8	-	-	-	-	$ -
	Sub-Total	-	-	*1,611*	*563,721*	$ *5,637,209*
Ia	ARNG.1	-	-	-	-	$ -
Ia	ARNG.2	-	-	-	-	$ -
Ia	ARNG.3	-	-	-	-	$ -
Ia	ARNG.4	-	-	-	-	$ -
Ia	ARNG.5	-	-	-	-	$ -
	Sub-Total	-	-	-	-	$ -
Ia	OS.1	-	-	-	-	$ -
Ia	OS.2	-	-	-	-	$ -
Ia	OS.3	-	-	-	-	$ -
Ia	OS.4	-	-	-	-	$ -
Ib	OS.5	-	-	-	-	$ -
II	OS.6	-	-	-	-	$ -
Ib	OS.7	-	-	-	-	$ -
III	OS.8	-	-	-	-	$ -

III	OS.9	-	-		-		-	$	-
Ia	OS.10	-	-		-		-	$	-
Ib	OS.11	-	-		-		-	$	-
II	OS.12	-	-		-		-	$	-
III	OS.13	-	-		-		-	$	-
III	OS.14	-	-		-		-	$	-
III	OS.15	-	-		-		-	$	-
	Sub-Total	-	-		-		-	$	-
	Phase Ia	-	-	$	-	$	-	$	-
	Phase Ib	-	-	$	-	$	-	$	-
	Phase II	-	-	$	-	$	-	$	-
	Phase III	-	-	$	-	$	-	$	-
Ia	ART.1	-	-		-		-	$	-
Ib	ART.2	-	-		-		-	$	-
II	ART.3	-	-		-		-	$	-
III	ART.4	-	-		-		-	$	-
III	ART.5	-	-		-		-	$	-
	Sub-Total	-	-		-		-	$	-
	Phase Ia	-	-	$	-	$	-	$	-
	Phase Ib	-	-	$	-	$	-	$	-
	Phase II	-	-	$	-	$	-	$	-
	Phase III	-	-	$	-	$	-	$	-
Ia	BW.1	-	-		-		-	$	-
Ib	BW.2	-	-		-		-	$	-
II	BW.3	-	-		-		-	$	-
III	BW.4	-	-		-		-	$	-
	Sub-Total	-	-		-		-	$	-
	Other Non-Parcel Costs								
	Planning							$	576,394
	Item #2							$	-
	Item #3							$	-
	Item #4							$	-
	Sub-Total							$	*576,394*
	Total	*1,960*	*425*		*4,202*		*2,305,576*	$	*23,632,158*

Assumptions:		value	units
a *For Number of Future Parking Space Requirements include:*			
No. Parking spaces by land use type:			
Industrial		1.7	No/1000 SF Bldg
Office		3.0	No/1000 SF Bldg
Retail		5.0	No/1000 SF Bldg
Institutional		3.0	No/1000 SF Bldg
b *For Future Parking Space Area include:*			
Space required for each parking space		350	SF
c *For Project Total Cost Include:*			
Parking Lot Costs	$	90	SY
d. *For Planning Costs Include:*			
Planning		2.5%	%
e. *Source:* EDAW, Inc. and ECG, Inc., 9/10/97			

Railroad

Phase Assigned		Track Length (feet)	Track Length (miles)	Other Expenses	Total Project ($)
III	New Railroad Extension	13,800	2.61		$ 3,035,000
	Other Non-Parcel Costs				
	Planning			$ -	$ 75,875
	Item #2			$ -	$ -
	Item #3			$ -	$ -
	Item #4			$ -	$ -
	Sub-Total			$ -	$ 75,875
	Total	***13,800***	***2.61***	***$ -***	***$ 3,110,875***

Assumptions:

a *For Total Project $ assume:*

	Value	Units	Unit Cost	Units
New Track	13,800	track feet	$ 173	$/track foot
Railroad Bridge (2-Lane Road)	-	track feet	$ 1,813	$/track foot
Railroad Bridge (4-Lane Road)	200	track feet	$ 1,813	$/track foot
Signals	3	No.	$ 95,000	$/each

b. For Planning Costs include:

Planning	2.5%	%

b. Source:

Cost Estimate Chart (Feb. 17, 1995), Alabama Dept. of Transportation, Zone II, Hilly Terrain

Sidewalks

Phase Assigned	Parcel ID	New 2 Lane Roads (feet)	New Sidewalks (feet)	Sub-Total Construction ($)	Total Construction ($)	Total Project ($)
Ia	Ia.1	5,000	10,000	$ 53,972	$ 64,766	$ 68,814
Ia	Ia.2	10,800	21,600	$ 116,579	$ 139,895	$ 148,638
Ia	Ia.3	-	-	$ -	$ -	$ -
Ia	Ia.4	-	-	$ -	$ -	$ -
Ia	Ia.5	-	-	$ -	$ -	$ -
Ia	Ia.6	-	-	$ -	$ -	$ -
	Sub-Total	*15,800*	*31,600*	*$ 170,551*	*$ 204,661*	*$ 217,452*
Ib	Ib.1	1,400	2,800	$ 15,112	$ 18,134	$ 19,268
Ib	Ib.2	-	-	$ -	$ -	$ -
Ib	Ib.3	600	1,200	$ 6,477	$ 7,772	$ 8,258
Ib	Ib.4	-	-	$ -	$ -	$ -
Ib	Ib.5	-	-	$ -	$ -	$ -
Ib	Ib.6	3,800	7,600	$ 41,018	$ 49,222	$ 52,299
Ib	Ib.7	2,000	4,000	$ 21,589	$ 25,906	$ 27,526
	Sub-Total	*7,800*	*15,600*	*$ 84,196*	*$ 101,035*	*$ 107,350*
II	II.1	6,900	13,800	$ 74,481	$ 89,377	$ 94,963
II	II.2	-	-	$ -	$ -	$ -
II	II.3	600	1,200	$ 6,477	$ 7,772	$ 8,258
II	II.4	-	-	$ -	$ -	$ -
II	II.5	4,800	9,600	$ 51,813	$ 62,175	$ 66,061
II	II.6	-	-	$ -	$ -	$ -
II	II.7	4,000	8,000	$ 43,177	$ 51,813	$ 55,051
II	II.8	2,900	5,800	$ 31,304	$ 37,564	$ 39,912
II	II.9	5,900	11,800	$ 63,687	$ 76,424	$ 81,200
II	II.10	7,000	14,000	$ 75,560	$ 90,672	$ 96,339
II	II.11	-	-	$ -	$ -	$ -
II	II.12	4,400	8,800	$ 47,495	$ 56,994	$ 60,556
II	II.13	1,000	2,000	$ 10,794	$ 12,953	$ 13,763
II	II.14	-	-	$ -	$ -	$ -
II	II.15	2,200	4,400	$ 23,748	$ 28,497	$ 30,278
	Sub-Total	*39,700*	*79,400*	*$ 428,535*	*$ 514,242*	*$ 546,382*
III	III.1	2,900	5,800	$ 31,304	$ 37,564	$ 39,912
III	III.2	-	-	$ -	$ -	$ -
III	III.3	700	1,400	$ 7,556	$ 9,067	$ 9,634
III	III.4	4,500	9,000	$ 48,575	$ 58,289	$ 61,933
III	III.5	6,700	13,400	$ 72,322	$ 86,786	$ 92,211
III	III.6	3,500	7,000	$ 37,780	$ 45,336	$ 48,170
III	III.7	1,000	2,000	$ 10,794	$ 12,953	$ 13,763
III	III.8	900	1,800	$ 9,715	$ 11,658	$ 12,387
	Sub-Total	*20,200*	*40,400*	*$ 218,046*	*$ 261,655*	*$ 278,008*
Ia	ARNG.1	-	-	$ -	$ -	$ -
Ia	ARNG.2	-	-	$ -	$ -	$ -
Ia	ARNG.3	-	-	$ -	$ -	$ -
Ia	ARNG.4	-	-	$ -	$ -	$ -
Ia	ARNG.5	-	-	$ -	$ -	$ -
	Sub-Total	-	-	$ -	$ -	$ -
Ia	OS.1	-	-	$ -	$ -	$ -
Ia	OS.2	-	-	$ -	$ -	$ -
Ia	OS.3	3,400	6,800	$ 36,701	$ 44,041	$ 46,793
Ia	OS.4	-	-	$ -	$ -	$ -
Ib	OS.5	-	-	$ -	$ -	$ -
II	OS.6	400	800	$ 4,318	$ 5,181	$ 5,505
Ib	OS.7	1,200	2,400	$ 12,953	$ 15,544	$ 16,515
III	OS.8	300	600	$ 3,238	$ 3,886	$ 4,129
III	OS.9	-	-	$ -	$ -	$ -

Ia	OS.10	-	-	$ -	$ -	$ -
Ib	OS.11	-	-	$ -	$ -	$ -
II	OS.12	300	600	$ 3,238	$ 3,886	$ 4,129
III	OS.13	2,800	5,600	$ 30,224	$ 36,269	$ 38,536
III	OS.14	-	-	$ -	$ -	$ -
III	OS.15	-	-	$ -	$ -	$ -
	Sub-Total	*8,400*	*16,800*	*$ 90,672*	*$ 108,807*	*$ 115,607*
	Phase Ia	*3,400*	*6,800*	*$ 36,701*	*$ 44,041*	*$ 46,793*
	Phase Ib	*1,200*	*2,400*	*$ 12,953*	*$ 15,544*	*$ 16,515*
	Phase II	*700*	*1,400*	*$ 7,556*	*$ 9,067*	*$ 9,634*
	Phase III	*3,100*	*6,200*	*$ 33,462*	*$ 40,155*	*$ 42,665*
Ia	ART.1	-	-	$ -	$ -	$ -
Ib	ART.2	-	-	$ -	$ -	$ -
II	ART.3	-	-	$ -	$ -	$ -
III	ART.4	-	-	$ -	$ -	$ -
III	ART.5	-	-	$ -	$ -	$ -
	Sub-Total	-	-	$ -	$ -	$ -
	Phase Ia	-	-	$ -	$ -	$ -
	Phase Ib	-	-	$ -	$ -	$ -
	Phase II	-	-	$ -	$ -	$ -
	Phase III	-	-	$ -	$ -	$ -
Ia	BW.1	-	-	$ -	$ -	$ -
Ib	BW.2	-	-	$ -	$ -	$ -
II	BW.3	-	-	$ -	$ -	$ -
III	BW.4	-	-	$ -	$ -	$ -
	Sub-Total	-	-	$ -	$ -	$ -

Other Non-Parcel Costs	
Planning	$ 31,620
Item #2	$ -
Item #3	$ -
Item #4	$ -
Sub-Total	*$ 31,620*

Total	*91,900*	*183,800*	*$ 992,000*	*$ 1,190,400*	*$ 1,296,420*

Assumptions:

		value	units
a *For Sub-Total Construction Costs Include:*			
Sidewalk width		4	Ft
Materials Type (options):			
Concrete 4" w/WW, No base	$	32.29	SY
Bitum. Conc., 2" w/4" Base	$	13.33	SY
4" Conc., No reinf., No Base	$	29.97	SY
Mtls Type Selected:	$	13.33	SY
Means Region Index		91.1%	%
Eqn.: [(SW width*Street Length)/9*2*Mtl. Type*Means Index]			
b *For Total Construction Include:*			
Engineering Controls		2%	%
Mobilization		5%	%
Engineering & Inspection		13%	%
c *For Project Total Include:*			
Preliminary Engineering		7.5%	%
d. *For Planning Costs Include:*			
Planning		2.5%	%
e. *Source:*			
1996 Comprehensive Unit Price Schedule, County of Fairfax, VA			

Bike/Walk Paths

Phase Assigned	Parcel ID	Path Length (feet)	Path Length (miles)	Sub-Total Construction ($)	Total Construction ($)	Total Project ($)
Ia	Ia.1	-	-	$ -	$ -	$ -
Ia	Ia.2	-	-	$ -	$ -	$ -
Ia	Ia.3	-	-	$ -	$ -	$ -
Ia	Ia.4	-	-	$ -	$ -	$ -
Ia	Ia.5	-	-	$ -	$ -	$ -
Ia	Ia.6	-	-	$ -	$ -	$ -
	Sub-Total	-		$ -	$ -	$ -
Ib	Ib.1	-	-	$ -	$ -	$ -
Ib	Ib.2	-	-	$ -	$ -	$ -
Ib	Ib.3	-	-	$ -	$ -	$ -
Ib	Ib.4	-	-	$ -	$ -	$ -
Ib	Ib.5	-	-	$ -	$ -	$ -
Ib	Ib.6	-	-	$ -	$ -	$ -
Ib	Ib.7	-	-	$ -	$ -	$ -
	Sub-total	-		$ -	$ -	$ -
II	II.1	-	-	$ -	$ -	$ -
II	II.2	-	-	$ -	$ -	$ -
II	II.3	-	-	$ -	$ -	$ -
II	II.4	-	-	$ -	$ -	$ -
II	II.5	-	-	$ -	$ -	$ -
II	II.6	-	-	$ -	$ -	$ -
II	II.7	-	-	$ -	$ -	$ -
II	II.8	-	-	$ -	$ -	$ -
II	II.9	-	-	$ -	$ -	$ -
II	II.10	-	-	$ -	$ -	$ -
II	II.11	-	-	$ -	$ -	$ -
II	II.12	-	-	$ -	$ -	$ -
II	II.13	-	-	$ -	$ -	$ -
II	II.14	-	-	$ -	$ -	$ -
II	II.15	-	-	$ -	$ -	$ -
	Sub-Total	-		$ -	$ -	$ -
III	III.1	-	-	$ -	$ -	$ -
III	III.2	-	-	$ -	$ -	$ -
III	III.3	-	-	$ -	$ -	$ -
III	III.4	-	-	$ -	$ -	$ -
III	III.5	-	-	$ -	$ -	$ -
III	III.6	-	-	$ -	$ -	$ -
III	III.7	-	-	$ -	$ -	$ -
III	III.8	-	-	$ -	$ -	$ -
	Sub-Total	-		$ -	$ -	$ -
Ia	ARNG.1	-	-	$ -	$ -	$ -
Ia	ARNG.2	-	-	$ -	$ -	$ -
Ia	ARNG.3	-	-	$ -	$ -	$ -
Ia	ARNG.4	-	-	$ -	$ -	$ -
Ia	ARNG.5	-	-	$ -	$ -	$ -
	Sub-Total	-		$ -	$ -	$ -
Ia	OS.1	-	-	$ -	$ -	$ -
Ia	OS.2	-	-	$ -	$ -	$ -
Ia	OS.3	-	-	$ -	$ -	$ -
Ia	OS.4	-	-	$ -	$ -	$ -
Ib	OS.5	-	-	$ -	$ -	$ -
II	OS.6	-	-	$ -	$ -	$ -
Ib	OS.7	-	-	$ -	$ -	$ -
III	OS.8	-	-	$ -	$ -	$ -
III	OS.9	-	-	$ -	$ -	$ -

Ia	OS.10	-	-	$ -	$ -	$ -
Ib	OS.11	-	-	$ -	$ -	$ -
II	OS.12	-	-	$ -	$ -	$ -
III	OS.13	-	-	$ -	$ -	$ -
III	OS.14	-	-	$ -	$ -	$ -
III	OS.15	-	-	$ -	$ -	$ -
	Sub-Total	-		$ -	$ -	$ -
	Phase Ia	-	-	$ -	$ -	$ -
	Phase Ib	-	-	$ -	$ -	$ -
	Phase II	-	-	$ -	$ -	$ -
	Phase III	-	-	$ -	$ -	$ -
Ia	ART.1	-	-	$ -	$ -	$ -
Ib	ART.2	-	-	$ -	$ -	$ -
II	ART.3	-	-	$ -	$ -	$ -
III	ART.4	-	-	$ -	$ -	$ -
III	ART.5	-	-	$ -	$ -	$ -
	Sub-Total	-		$ -	$ -	$ -
	Phase Ia	-	-	$ -	$ -	$ -
	Phase Ib	-	-	$ -	$ -	$ -
	Phase II	-	-	$ -	$ -	$ -
	Phase III	-	-	$ -	$ -	$ -
Ia	BW.1	15,200	2.879	$ 242,849	$ 291,419	$ 309,633
Ib	BW.2	12,000	2.273	$ 191,723	$ 230,068	$ 244,447
II	BW.3	25,200	4.773	$ 402,618	$ 483,142	$ 513,338
III	BW.4	19,600	3.712	$ 313,148	$ 375,777	$ 399,263
	Sub-Total	*72,000*	*13.636*	*$ 1,150,338*	*$ 1,380,406*	*$ 1,466,681*
	Oher Non-Parcel Costs					
	Planning					$ 73,334
	Item #2					$ -
	Item #3					$ -
	Item #4					$ -
	Sub-Total					$ 73,334
	Total	*72,000*	*13.636*	*$ 1,150,338*	*$ 1,380,406*	*$ 1,540,015*

Assumptions:

		value	units
a For Sub-Total Construction Costs Include:			
Sidewalk width		8	Ft
Materials Type (options incl. excavation & grading):			
Wood Chip, 4' wide	$	13.48	SY
Bitum Type I, TX-2, 8' wide	$	19.73	SY
Stone Dust w/ Blue Stone Chip Base, 6' wide	$	11.38	SY
Seal Coat w/Soil Cement Base (4"), 6' wide	$	13.42	SY
Mtls Type Selected:	$	19.73	SY
Means Region Index		91.1%	%
Eqn.: [(SW width*Street Length)/9*Mtl. Type*Means Index]			
b For Total Construction Include:			
Engineering Controls		2%	%
Mobilization		5%	%
Engineering & Inspection		13%	%
c For Project Total Include:			
Preliminary Engineering		7.5%	%
d. For Planning Include:			
Planning		5.0%	%
e. Source			
1996 Comprehensive Unit Price Schedule, County of Fairfax, VA			

Fort McClellan Reuse Plan
Implementation Strategy

Capital Improvements Strategy

Utilities

Nc ier 1997

Utilities Summary

Category/Phase	Total Requirements ($)	Phase IA/IB	Phase IB				Phase II							Phase III					Total Cost ($)
		Year 1 2000	Year 2 2001	Year 3 2002	Year 4 2003	Year 5 2004	Year 6 2005	Year 7 2006	Year 8 2007	Year 9 2008	Year 10 2009	Year 11 2010	Year 12 2011	Year 13 2012	Year 14 2013	Year 15 2014	Year 16 2015	Year 17 2016	
Water Supply																			
Phase Ia	75,000	75,000																	75,000
Phase Ib	0	0	0	0	0	0													-
Phase II	420,000						420,000												420,000
Phase III	1,593,000													1,593,000					1,593,000
Non-Parcel	100,000	50,000	50,000																100,000
Sub-Total	2,188,000	125,000	50,000	-	-	-	420,000	-	-	-	-	-	-	1,593,000	-	-	-	-	2,188,000
Wastewater Management																			
Phase Ia	0	0																	-
Phase Ib	0	0	0	0	0	0													-
Phase II	10,282,376						10,282,376												10,282,376
Phase III	0																		-
Non-Parcel	200,000	100,000	100,000																200,000
Sub-Total	10,482,376	100,000	100,000	-	-	-	10,282,376	-	-	-	-	-	-	-	-	-	-	-	10,482,376
Stormwater Management																			
Phase Ia	4,104,020	4,104,020																	4,104,020
Phase Ib	3,410,428	642,086	642,086	642,086	642,086	642,086													3,410,428
Phase II	6,118,801						874,114	874,114	874,114	874,114	874,114	874,114	874,114						6,118,801
Phase III	4,628,730													925,746	925,746	925,746	925,746	925,746	4,628,730
Non-Parcel	200,000	100,000	100,000																200,000
Sub-Total	18,441,979	4,846,186	742,086	642,086	642,086	642,086	874,114	874,114	874,114	874,114	874,114	874,114	874,114	925,746	925,746	925,746	925,746	925,746	18,441,979
Electrical Energy System																			
Phase Ia	211,935	211,935																	211,935
Phase Ib	959,140	0	222,332	233,659	245,341	257,608													959,140
Phase II	2,202,323						270,489	284,013	298,214	313,125	328,781	345,220	362,481						2,202,323
Phase III	2,103,083													380,605	399,635	419,617	440,598	462,628	2,103,083
Non-Parcel	225,000	112,500	112,500																225,000
Sub-Total	5,701,481	324,435	335,832	233,659	245,341	257,608	270,489	284,013	298,214	313,125	328,781	345,220	362,481	380,605	399,635	419,617	440,598	462,628	5,701,481
Gas Energy System																			
Phase Ia	400,000	400,000																	400,000
Phase Ib	400,000	80,000	80,000	80,000	80,000	80,000													400,000
Phase II	1,700,000						242,857	242,857	242,857	242,857	242,857	242,857	242,857						1,700,000
Phase III	1,500,000													300,000	300,000	300,000	300,000	300,000	1,500,000
Non-Parcel	200,000	100,000	100,000																200,000
Sub-Total	4,200,000	580,000	180,000	80,000	80,000	80,000	242,857	242,857	242,857	242,857	242,857	242,857	242,857	300,000	300,000	300,000	300,000	300,000	4,200,000
Communications Systems																			
Phase Ia	175,000	175,000																	175,000
Phase Ib	300,000	60,000	60,000	60,000	60,000	60,000													300,000
Phase II	500,000						71,429	71,429	71,429	71,429	71,429	71,429	71,429						500,000
Phase III	700,000													140,000	140,000	140,000	140,000	140,000	700,000
Non-Parcel	100,000	50,000	50,000																100,000
Sub-Total	1,775,000	285,000	110,000	60,000	60,000	60,000	71,429	71,429	71,429	71,429	71,429	71,429	71,429	140,000	140,000	140,000	140,000	140,000	1,775,000
Solid Waste Management																			
Phase Ia	1,969,200	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	115,835	1,969,200
Phase Ib	64,800		4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	64,800
Phase II	504,000						42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	42,000	504,000
Phase III	1,080,000													216,000	216,000	216,000	216,000	216,000	1,080,000
Non-Parcel	95,000	47,500	47,500																95,000
Sub-Total	3,713,000	163,335	167,385	119,885	119,885	119,885	161,885	161,885	161,885	161,885	161,885	161,885	161,885	377,885	377,885	377,885	377,885	377,885	3,713,000
Special Utilities																			
Phase Ia	400,000	400,000																	400,000
Phase Ib	700,000	140,000	140,000	140,000	140,000	140,000													700,000
Phase II	900,000						128,571	128,571	128,571	128,571	128,571	128,571	128,571						900,000
Phase III	1,000,000													200,000	200,000	200,000	200,000	200,000	1,000,000
Non-Parcel	100,000	50,000	50,000																100,000
Sub-Total	3,100,000	590,000	190,000	140,000	140,000	140,000	128,571	128,571	128,571	128,571	128,571	128,571	128,571	200,000	200,000	200,000	200,000	200,000	3,100,000
Total Utilities	49,611,837	7,053,876	1,914,543	1,315,629	1,327,312	1,339,579	12,451,722	1,762,870	1,777,071	1,791,982	1,807,438	1,824,077	1,841,338	3,917,234	2,343,267	2,363,148	2,384,129	2,406,159	49,611,837

Land Area Summary by Parcel

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Dev. Resrv (acres)	After Demo Avail (acres)
Ia	1	Ia.1	Ia	1	162	180	80	100	0	100
Ia	2	Ia.2	Ia	2	169	173	77	96	0	96
Ia	3	Ia.3	Ia	3	164	57	47	10	10	0
Ia	4	Ia.4	Ia	4	180	168	168	0	0	0
Ia	5	Ia.5								
Ia	6	Ia.6	R	Ia.6	44	137	0	137	0	137
Phase Ia Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Dev. Resrv (acres)	After Demo Avail (acres)
Ib	1	Ib.1	Ib	1	96	77	71	6	6	0
Ib	2	Ib.2	Ib	2	25	46	41	5	5	0
Ib	3	Ib.3	Ib	3	18	14	14	0	0	0
Ib	4	Ib.4	Ib	4	41	35	18	17	0	17
Ib	5	Ib.5	Ib	5	99	92	92	0	0	0
Ib	6	Ib.6	Ib	6	40	39	26	13	0	13
Ib	7	Ib.7	Ib	7	68	63	18	45	20	25
			Ib	8	0	43	19	24	0	24
Phase Ib Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Devn. Resrv (acres)	After Demo Avail (acres)
II	1	II.1	II	1	71	69	0	69	35	34
II	2	II.2	II	2	38	22	0	22	8	14
II	3	II.3	II	3	51	31	31	0	0	0
II	4	II.4	II	4	28	41	4	37	15	22
II	5	II.5	II	5	82	67	21	46	20	26
II	6	II.6	II	6	25	18	18	0	0	0
II	7	II.7	II	7	30	28	6	22	0	22
II	8	II.8	II	8	23	23	0	23	10	13
II	9	II.9	II	9	87	82	0	82	50	32
II	10	II.10	II	10	126	87	0	87	50	37
II	11	II.11	II	11	38	33	0	33	10	23
II	12	II.12	II	12	73	75	8	67	40	27
II	13	II.13	II	13	25	22	0	22	10	12
II	14	II.14	II	14	23	19	0	19	10	9
II	15	II.15	R	II.15	0	316	0	316	0	316
Phase II Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Dev. Resrv (acres)	After Demo Avail (acres)
III	1	III.1	R	III.1	36	27	0	27	7	20
III	2	III.2	R	III.2	400	378	0	378	120	258
III	3	III.3	III	3	54	44	2	42	0	42
III	4	III.4	III	4	88	54	0	54	35	19
III	5	III.5	III	5	107	73	0	73	50	23
III	6	III.6	III	6	167	178	0	178	150	28
III	7	III.7	III	7	70	64	0	64	45	19
III	8	III.8	R	III.8	144	93	0	93	0	93
Phase III Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Dev. Resrv (acres)	After Demo Avail (acres)
ARNG	1	ARNG.1	NG	1	252	252	0	0	0	0
ARNG	2	ARNG.2	NG	2	40	40	0	0	0	0
ARNG	3	ARNG.3	NG	3	34	34	0	0	0	0
ARNG	4	ARNG.4	NG	4	37	37	0	0	0	0
ARNG	5	ARNG.5	NG	5	30	30	0	0	0	0
ARNG Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Dev. Resrv (acres)	After Demo Avail (acres)
OS	1	OS.1	OS	1	10	10	0	0	0	0
OS	2	OS.2	R.OS	2	512	512	0	0	0	0
OS	3	OS.3	OS	3	132	132	0	0	0	0
OS	4	OS.4	OS	4	110	110	0	0	0	0
OS	5	OS.5	OS	5	28	28	0	0	0	0
OS	6	OS.6	OS	6	186	186	2	0	0	0
OS	7	OS.7	OS	7	98	98	0	0	0	0
OS	8	OS.8	OS	8	53	53	0	0	0	0
OS	9	OS.9	R.OS	9	na	na	0	0	0	0
OS	10	OS.10	R.OS	10	90	90	0	0	0	0
OS	11	OS.11	R.OS	11	104	104	0	0	0	0
OS	12	OS.12	OS	12	166	165	0	0	0	0
OS	13	OS.13	R.OS	13	265	265	0	0	0	0
OS	14	OS.14	R.OS	14	444	444	0	0	0	0
OS	15	OS.15	R.OS	15	na	na	0	0	0	0
Open Space Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Dev. Resrv (acres)	After Demo Avail (acres)
Arterial	1	ART.1								
	2	ART.2								
	3	ART.3								
	4	ART.4								
	5	ART.5								
Arterials Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Area from BldDbs	Total Area (acres)	Built Area (acres)	Developable (acres)	Dev. Resrv (acres)	After Demo Avail (acres)
Ia	1	BW.1								
Ib	2	BW.2								
II	3	BW.3								
III	4	BW.4								
Walk Sub-total										

Totals

Water Supply Worksheet

Existing Supply Capacity:

[illegible]

Supply Main (estimated costs):

[illegible]

Existing Storage:

[illegible]

Storage (estimated costs):

[illegible]

Notes:

[illegible]

Potable Water Demand Calculations:

[illegible]

Potable Water Demand Summary:

[illegible]

On-Post Potable Water Distribution:

	Length	Unit	Unit Cost	Total Cost
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Potable Water Storage Requirements:

[illegible]

	Unit	[illegible]	Unit Cost	[illegible]	[illegible] Unit Cost	Total Cost
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	430,000	[illegible]

Stormwater Management Worksheet

Storm Water Management System

	Units	Qty
Average Annual Rainfall (P)	inches	[illegible]
	feet	[illegible]
Correction Factor (Pj)		0.9
Wet Pond Employ	%	75%

Phase	Parcel	Parcel ID	Built Area (acres)	Developed Area (acres)	Total Parcel Area (acres)	Annual Precipitation (P)	Correction Factor	Percent Impervious	Runoff Coefficient	Percent Runoff Managed	Vol.	Vol.	Construction ($)	Engineering ($)	Total Cost ($)	Annual Precipitation	Correction Factor	Percent Impervious	Runoff Coefficient	Percent Runoff Managed	Vol.	Vol.	Construction ($)	Engineering ($)	Total Cost ($)	Total All Areas
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Phase Ia Sub-total

ARHO Sub-total

Phase II Sub-total

Phase III Sub-total

Phase IV Sub-total

Open Space Sub-total

Arterial Sub-total

Bikeways Sub-total

Totals

Notes:

a Source for storm water volume and wet pond cost calculations: Metropolitan Washington Council of Governments (1987), Controlling Urban Runoff

[illegible]

Annual Cost Distribution

			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Total
Sub-Total	1	[illegible]	$ 211,836																	[illegible]
Sub-Total	3			[illegible]	[illegible]	[illegible]	[illegible]													[illegible]
Sub-Total	7							[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]						[illegible]
Sub-Total	8														[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Sub-Total																				
Sub-Total																				
Sub-Total																				
Sub-Total																				
Other Non-Project Costs																				
Planning		[illegible]	$ 112,900	$ 112,900																
Sub-Total			[illegible]	[illegible]																[illegible]
Total			[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Assumptions:

	Value	Units
a. [illegible]		
[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]
b. [illegible]		
[illegible]		
c. [illegible]		
[illegible]		
d. [illegible]		
BTC Ft. McClellan, July 31, 1987		

Solid Waste Management System

Parcel ID	Total Dus Residential	Total Dus Retirement				Total Project ($)
Ia.1	$ 864,000	$ -				$ 864,000
Ia.2	$ 990,000	$ -				$ 990,000
Ia.3	$ -	$ 115,200				$ 115,200
Ia.4	$ -	$ -				$ -
Ia.5	$ -	$ -				$ -
Ia.6	$ -	$ -				$ -
Sub-Total						***$ 1,969,200***
Ib.1	$ 64,800	$ -				$ 64,800
Ib.2	$ -	$ -				$ -
Ib.3	$ -	$ -				$ -
Ib.4	$ -	$ -				$ -
Ib.5	$ -	$ -				$ -
Ib.6	$ -	$ -				$ -
Ib.7	$ -	$ -				$ -
Ib.8	$ -	$ -				$ -
Sub-Total						***$ 64,800***
II.1	$ -	$ 306,000				$ 306,000
II.2	$ -	$ -				$ -
II.3	$ -	$ -				$ -
II.4	$ -	$ -				$ -
II.5	$ -	$ -				$ -
II.6	$ -	$ -				$ -
II.7	$ -	$ 198,000				$ 198,000
II.8	$ -	$ -				$ -
II.9	$ -	$ -				$ -
II.10	$ -	$ -				$ -
II.11	$ -	$ -				$ -
II.12	$ -	$ -				$ -
II.13	$ -	$ -				$ -
II.14	$ -	$ -				$ -
II.15	$ -	$ -				$ -
Sub-Total						***$ 504,000***
III.1	$ -	$ -				$ -
III.2	$ -	$ 1,080,000				$ 1,080,000
III.3	$ -	$ -				$ -
III.4	$ -	$ -				$ -
III.5	$ -	$ -				$ -
III.6	$ -	$ -				$ -
III.7	$ -	$ -				$ -
III.8	$ -	$ -				$ -
Sub-Total						***$ 1,080,000***
ARNG.1	$ -	$ -				$ -
ARNG.2	$ -	$ -				$ -
ARNG.3	$ -	$ -				$ -
ARNG.4	$ -	$ -				$ -
ARNG.5	$ -	$ -				$ -
Sub-Total						$ -
OS.1	$ -	$ -				$ -
OS.2	$ -	$ -				$ -

OS.3	$	-	$	-	$	-
OS.4	$	-	$	-	$	-
OS.5	$	-	$	-	$	-
OS.6	$	-	$	-	$	-
OS.7	$	-	$	-	$	-
OS.8	$	-	$	-	$	-
OS.9	$	-	$	-	$	-
OS.10	$	-	$	-	$	-
OS.11	$	-	$	-	$	-
OS.12	$	-	$	-	$	-
OS.13	$	-	$	-	$	-
OS.14	$	-	$	-	$	-
OS.15	$	-	$	-	$	-
Sub-Total					$	-
ART.1	$	-	$	-	$	-
ART.2	$	-	$	-	$	-
ART.3	$	-	$	-	$	-
ART.4	$	-	$	-	$	-
ART.5	$	-	$	-	$	-
Sub-Total					$	-
BW.1	$	-	$	-	$	-
BW.2	$	-	$	-	$	-
BW.3	$	-	$	-	$	-
BW.4	$	-	$	-	$	-
Sub-Total					$	-
Other Non-Parcel Costs						
Planning					$	75,000
Item #2						
Item #3						
Item #4						
Sub-Total					$	*75,000*
Total					$	*3,693,000*

Assumptions:			
a *For Sub-Total Construction Costs include:*			
	Annual	No of Years	
	$ 120	15	$ 1,800
b *For Total Construction include:*			
c *For Project Total include:*			
d. Source:			

Fort McClellan Reuse Plan
Implementation Strategy

Capital Improvements Strategy

Buildings and Miscellaneous

No[illegible]er 1997

Demolition

Phase Ia	385,700	385,700																	385,700
Phase Ib	1,900,000	380,000	380,000	380,000	380,000	380,000													1,900,000
Phase II	3,872,000						872,000	500,000	500,000	500,000	500,000	500,000	500,000						3,872,000
Phase III	0																		0
Open Space	3,635,000	1,200,000					1,217,000		1,217,000										3,634,000
Remediation Re	30,000																	30,000	30,000
Sub-Total	9,822,700	1,965,700	380,000	380,000	380,000	380,000	2,089,000	500,000	1,717,000	500,000	500,000	500,000	500,000	0	0	0	0	30,000	9,821,700

Buildings and Miscellaneous Total

16,416,900	3,311,710	663,770	663,770	663,770	663,770	2,727,107	698,107	1,915,107	698,107	698,107	698,107	698,107	657,270	407,270	407,270	407,270	437,270	16,415,900

Miscellaneous Summary by Phase and Category

	Phase Ia	Phase Ib	Phase II	Phase III	Non-Parcel	Total
Street Lighting	$ 75,000	$ 325,000	$ 400,000	$ 600,000	$ 20,000	$ 1,420,000
Landscaping	$ 100,000	$ 355,000	$ 500,000	$ 700,000	$ 75,000	$ 1,730,000
Signage	$ 335,000	$ 442,500	$ 440,000	$ 250,000	$ 25,000	$ 1,492,500
Natural Resourc	$ 85,000	$ 235,000	$ 450,000	$ 600,000	$ 15,000	$ 1,385,000
Property Mgmt	$ 107,250	$ 61,350	$ 36,750	$ 136,350	$ 225,000	$ 566,700
Demolition	$ 385,700	$ 1,900,000	$ 3,872,000	$ -	$ 3,665,000	$ 9,822,700
	$ 1,087,950	$ 3,318,850	$ 5,698,750	$ 2,286,350	$ 4,025,000	$ 16,416,900

Parcel Land Summary

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
Ia	1	Ia.1	Ia	1	162	180	80	100	0	100
Ia	2	Ia.2	Ia	2	169	173	77	96	0	96
Ia	3	Ia.3	Ia	3	164	57	47	10	10	0
Ia	4	Ia.4	Ia	4	180	168	168	0	0	0
Ia	5	Ia.5								
Ia	6	Ia.6	R	Ia.6	44	137	0	137	0	137
Sub-total					719	715	372	343	10	333

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
Ib	1	Ib.1	Ib	1	98	77	71	6	6	0
Ib	2	Ib.2	Ib	2	25	46	41	5	5	0
Ib	3	Ib.3	Ib	3	18	14	14	0	0	0
Ib	4	Ib.4	Ib	4	41	35	18	17	0	17
Ib	5	Ib.5	Ib	5	99	92	92	0	0	0
Ib	6	Ib.6	Ib	6	40	39	26	13	0	13
Ib	7	Ib.7	Ib	7	68	63	18	45	20	25
			Ib	8	0	43	19	24	0	24
Sub-total					389	409	299	110	31	79

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
II	1	II.1	II	1	71	69	0	69	35	34
II	2	II.2	II	2	36	22	0	22	8	14
II	3	II.3	II	3	51	31	31	0	0	0
II	4	II.4	II	4	28	41	4	37	15	22
II	5	II.5	II	5	82	67	21	46	20	26
II	6	II.6	II	6	25	18	18	0	0	0
II	7	II.7	II	7	30	28	6	22	0	22
II	8	II.8	II	8	23	23	0	23	10	13
II	9	II.9	II	9	87	82	0	82	50	32
II	10	II.10	II	10	126	87	0	87	50	37
II	11	II.11	II	11	38	33	0	33	10	23
II	12	II.12	II	12	73	75	8	67	40	27
II	13	II.13	II	13	25	22	0	22	10	12
II	14	II.14	II	14	23	19	0	19	10	9
II	15	II.15	R	II.15	0	316	0	316	0	316
Sub-total					718	933	88	845	258	587

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
III	1	III.1	R	III.1	36	27	0	27	7	20
III	2	III.2	R	III.2	400	378	0	378	120	258
III	3	III.3	III	3	54	44	2	42	0	42
III	4	III.4	III	4	68	54	0	54	35	19
III	5	III.5	III	5	107	73	0	73	50	23
III	6	III.6	III	6	167	176	0	176	150	26
III	7	III.7	III	7	70	64	0	64	45	19
III	8	III.8	R	III.8	144	93	0	93	0	93
Sub-total					1,046	909	2	907	407	500

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
ARNG	1	ARNG.1	NG	1	252	252	0	0	0	0

ARNG	2	ARNG.2	NG	2	40	40	0	0	0	0
\RNG	3	ARNG.3	NG	3	34	34	0	0	0	0
.RNG	4	ARNG.4	NG	4	37	37	0	0	0	0
ARNG	5	ARNG.5	NG	5	30	30	0	0	0	0
Sub-total					393	393	-	-	-	-

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
OS	1	OS.1	OS	1	10	10	0	0	0	0
OS	2	OS.2	R.OS	2	512	512	0	0	0	0
OS	3	OS.3	OS	3	132	132	0	0	0	0
OS	4	OS.4	OS	4	110	110	0	0	0	0
OS	5	OS.5	OS	5	28	28	0	0	0	0
OS	6	OS.6	OS	6	186	186	2	0	0	0
OS	7	OS.7	OS	7	98	98	0	0	0	0
OS	8	OS.8	OS	8	53	53	0	0	0	0
OS	9	OS.9	R.OS	9	na	na	0	0	0	0
OS	10	OS.10	R.OS	10	90	90	0	0	0	0
OS	11	OS.11	R.OS	11	104	104	0	0	0	0
OS	12	OS.12	OS	12	165	165	0	0	0	0
OS	13	OS.13	R.OS	13	265	265	0	0	0	0
OS	14	OS.14	R.OS	14	444	444	0	0	0	0
OS	15	OS.15	R.OS	15	na	na	0	0	0	0
Sub-total					2,197	2,197	2	-	-	-

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
Arterial	1	ART.1								
	2	ART.2								
	3	ART.3								
	4	ART.4								
	5	ART.5								
Sub-total										

Phase	Parcel	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)	Dev. Reserve (acres)	After Demo Avail. (acres)
Ia	1	BW.1								
Ib	2	BW.2								
II	3	BW.3								
III	4	BW.4								
Sub-total										

Totals	

Property Management

Phase Assigned	Parcel ID	Surveying Built	Surveying Developable	Surveying Total		Total Project ($)	Annual C Year 1 2000
Ia	Ia.1	$ 12,000	$ 15,000	$ 27,000		$ 27,000	
Ia	Ia.2	$ 11,550	$ 14,400	$ 25,950		$ 25,950	
Ia	Ia.3	$ 7,050	$ 1,500	$ 8,550		$ 8,550	
Ia	Ia.4	$ 25,200	$ -	$ 25,200		$ 25,200	
Ia	Ia.5	$ -	$ -	$ -		$ -	
Ia	Ia.6	$ -	$ 20,550	$ 20,550		$ 20,550	
	Sub-Total					***$ 107,250***	
Ib	Ib.1	$ 10,650	$ 900	$ 11,550		$ 11,550	
Ib	Ib.2	$ 6,150	$ 750	$ 6,900		$ 6,900	
Ib	Ib.3	$ 2,100	$ -	$ 2,100		$ 2,100	
Ib	Ib.4	$ 2,700	$ 2,550	$ 5,250		$ 5,250	
Ib	Ib.5	$ 13,800	$ -	$ 13,800		$ 13,800	
Ib	Ib.6	$ 3,900	$ 1,950	$ 5,850		$ 5,850	
Ib	1b.7	$ 2,700	$ 6,750	$ 9,450		$ 9,450	
Ib		$ 2,850	$ 3,600	$ 6,450		$ 6,450	
	Sub-Total					***$ 61,350***	
II	II.1	$ -	$ 10,350	$ 10,350		$ 10,350	
II	II.2	$ -	$ -	$ -		$ -	
II	II.3	$ 4,650	$ 4,650	$ 9,300		$ 9,300	
II	II.4	$ 600	$ 600	$ 1,200		$ 1,200	
II	II.5	$ 3,150	$ 3,150	$ 6,300		$ 6,300	
II	II.6	$ 2,700	$ 2,700	$ 5,400		$ 5,400	
II	II.7	$ 900	$ 900	$ 1,800		$ 1,800	
II	II.8	$ -	$ -	$ -		$ -	
II	II.9	$ -	$ -	$ -		$ -	
II	II.10	$ -	$ -	$ -		$ -	
II	II.11	$ -	$ -	$ -		$ -	
II	II.12	$ 1,200	$ 1,200	$ 2,400		$ 2,400	
II	II.13	$ -	$ -	$ -		$ -	
II	II.14	$ -	$ -	$ -		$ -	
II	II.15	$ -	$ -	$ -		$ -	
	Sub-Total					***$ 36,750***	
III	III.1	$ -	$ 4,050	$ 4,050		$ 4,050	
III	III.2	$ -	$ 56,700	$ 56,700		$ 56,700	
III	III.3	$ 300	$ 6,300	$ 6,600		$ 6,600	
III	III.4	$ -	$ 8,100	$ 8,100		$ 8,100	
III	III.5	$ -	$ 10,950	$ 10,950		$ 10,950	
III	III.6	$ -	$ 26,400	$ 26,400		$ 26,400	
III	III.7	$ -	$ 9,600	$ 9,600		$ 9,600	
III	III.8	$ -	$ 13,950	$ 13,950		$ 13,950	

	Sub-Total							*$*	*136,350*
la	ARNG.1	$	-	$	-	$	-	$	-
la	ARNG.2	$	-	$	-	$	-	$	-
la	ARNG.3	$	-	$	-	$	-	$	-
la	ARNG.4	$	-	$	-	$	-	$	-
la	ARNG.5	$	-	$	-	$	-	$	-
	Sub-Total							*$*	*-*
la	OS.1	$	-	$	-	$	-	$	-
la	OS.2	$	-	$	-	$	-	$	-
la	OS.3	$	-	$	-	$	-	$	-
la	OS.4	$	-	$	-	$	-	$	-
Ib	OS.5	$	-	$	-	$	-	$	-
II	OS.6	$	300	$	-	$	300	$	300
Ib	OS.7	$	-	$	-	$	-	$	-
III	OS.8	$	-	$	-	$	-	$	-
III	OS.9	$	-	$	-	$	-	$	-
la	OS.10	$	-	$	-	$	-	$	-
Ib	OS.11	$	-	$	-	$	-	$	-
II	OS.12	$	-	$	-	$	-	$	-
III	OS.13	$	-	$	-	$	-	$	-
III	OS.14	$	-	$	-	$	-	$	-
III	OS.15	$	-	$	-	$	-	$	-
	Sub-Total							*$*	*300*
la	ART.1	$	-	$	-	$	-	$	-
Ib	ART.2	$	-	$	-	$	-	$	-
II	ART.3	$	-	$	-	$	-	$	-
III	ART.4	$	-	$	-	$	-	$	-
III	ART.5	$	-	$	-	$	-	$	-
	Sub-Total							*$*	*-*
la	BW.1	$	-	$	-	$	-	$	-
Ib	BW.2	$	-	$	-	$	-	$	-
II	BW.3	$	-	$	-	$	-	$	-
III	BW.4	$	-	$	-	$	-	$	-
	Sub-Total							*$*	*-*

Other Non-Parcel Costs	Annual $	No. Years		
Geo-Based Information Management	$ 15,000	15	$	225,000
Item #2				
Item #3				
Item #4				
Sub-Total			*$*	*225,000*
Total			*$*	*567,000*

Assumptions:	Value	Units
a *For Sub-Total Construction Costs include:*		
Surveying	$ 150	acre
b *For Total Construction include:*		
c *For Project Total include:*		
d. Source:		

Property Management Worksheet

Parcel ID	Parcel ID	Phase #	Parcel #	Acres from BldDbs	Total Area (acres)	Built Land (acres)	Developable (acres)
Ia.1	Ia.1	Ia	1	162	180	80	100
Ia.2	Ia.2	Ia	2	169	173	77	96
Ia.3	Ia.3	Ia	3	164	57	47	10
Ia.4	Ia.4	Ia	4	180	168	168	0
Ia.5	Ia.5						
Ia.6	Ia.6	R	Ia.6	44	137	0	137
Sub-Total							
Ib.1	Ib.1	Ib	1	98	77	71	6
Ib.2	Ib.2	Ib	2	25	46	41	5
Ib.3	Ib.3	Ib	3	18	14	14	0
Ib.4	Ib.4	Ib	4	41	35	18	17
Ib.5	Ib.5	Ib	5	99	92	92	0
Ib.6	Ib.6	Ib	6	40	39	26	13
1b.7	Ib.7	Ib	7	68	63	18	45
		Ib	8	0	43	19	24
Sub-Total							
II.1	II.1	II	1	71	69	0	69
II.2	II.2	II	2	36	22	0	22
II.3	II.3	II	3	51	31	31	0
II.4	II.4	II	4	28	41	4	37
II.5	II.5	II	5	82	67	21	46
II.6	II.6	II	6	25	18	18	0
II.7	II.7	II	7	30	28	6	22
II.8	II.8	II	8	23	23	0	23
II.9	II.9	II	9	87	82	0	82
II.10	II.10	II	10	126	87	0	87
II.11	II.11	II	11	38	33	0	33
II.12	II.12	II	12	73	75	8	67
II.13	II.13	II	13	25	22	0	22
II.14	II.14	II	14	23	19	0	19
II.15	II.15	R	II.15	0	316	0	316
Sub-Total							
III.1	III.1	R	III.1	36	27	0	27
III.2	III.2	R	III.2	400	378	0	378
III.3	III.3	III	3	54	44	2	42
III.4	III.4	III	4	68	54	0	54
III.5	III.5	III	5	107	73	0	73
III.6	III.6	III	6	167	176	0	176
III.7	III.7	III	7	70	64	0	64
III.8	III.8	R	III.8	144	93	0	93

Sub-Total

ARNG.1	ARNG.1	NG	1	252	252	0	0
ARNG.2	ARNG.2	NG	2	40	40	0	0
ARNG.3	ARNG.3	NG	3	34	34	0	0
ARNG.4	ARNG.4	NG	4	37	37	0	0
ARNG.5	ARNG.5	NG	5	30	30	0	0
Sub-Total							
OS.1	OS.1	OS	1	10	10	0	0
OS.2	OS.2	R.OS	2	512	512	0	0
OS.3	OS.3	OS	3	132	132	0	0
OS.4	OS.4	OS	4	110	110	0	0
OS.5	OS.5	OS	5	28	28	0	0
OS.6	OS.6	OS	6	186	186	2	0
OS.7	OS.7	OS	7	98	98	0	0
OS.8	OS.8	OS	8	53	53	0	0
OS.9	OS.9	R.OS	9	na	na	0	0
OS.10	OS.10	R.OS	10	90	90	0	0
OS.11	OS.11	R.OS	11	104	104	0	0
OS.12	OS.12	OS	12	165	165	0	0
OS.13	OS.13	R.OS	13	265	265	0	0
OS.14	OS.14	R.OS	14	444	444	0	0
OS.15	OS.15	R.OS	15	na	na	0	0
Sub-Total							
ART.1	ART.1						
ART.2	ART.2						
ART.3	ART.3						
ART.4	ART.4						
ART.5	ART.5						
Sub-Total							
BW.1	BW.1						
BW.2	BW.2						
BW.3	BW.3						
BW.4	BW.4						
Sub-Total							

Other Non-Parcel Costs
Planning
Item #2
Item #3
Item #4
Sub-Total

Total

Sign Requirements Summary

Phase Assigned	Phase	Sign Type				
		Entry Sign Type	Parcel ID	Directional	Special	Other
Ia	Ia	3	6	6	2	1
Ib	Ib	1	7	3	2	1
II	II	1	15	3	2	1
III	III	0	8	3	2	1
Ia	ARNG	0	0	0	0	0
Ia	OS	0	0	0	4	0
Ib	OS	0	0	0	6	0
II	OS	0	0	0	4	0
III	OS	0	0	0	1	0
Ia	Arterials	0	0	1	0	0
Ib	Arterials	0	0	3	0	0
II	Arterials	0	0	1	0	0
III	Arterials	0	0	1	0	0
Ia	Bike/Walk	0	0	1	2	0
Ib	Bike/Walk	0	0	3	0	0
II	Bike/Walk	0	0	2	0	0
III	Bike/Walk	0	0	2	0	0
	Total	5	36	29	25	4

Signage

Phase Assigned	Phase ID	Entry Sign Type	Parcel ID	Directional	Special	Other	Total Project ($)
Ia	Ia	$ 90,000	$ 60,000	$ 45,000	$ 60,000	$ 5,000	$ 260,000
Ib	Ib	$ 30,000	$ 70,000	$ 22,500	$ 90,000	$ 5,000	$ 217,500
II	II	$ 30,000	$ 150,000	$ 22,500	$ 90,000	$ 5,000	$ 297,500
III	III	$ -	$ 80,000	$ 22,500	$ 90,000	$ 5,000	$ 197,500
Ia	ARNG	$ -	$ -	$ -	$ -	$ -	$ -
Ia	OS	$ -	$ -	$ -	$ 120,000	$ -	$ 120,000
Ib	OS	$ -	$ -	$ -	$ 180,000	$ -	$ 180,000
II	OS	$ -	$ -	$ -	$ 120,000	$ -	$ 120,000
III	OS	$ -	$ -	$ -	$ 30,000	$ -	$ 30,000
Ia	Arterials	$ -	$ -	$ 7,500	$ -	$ -	$ 7,500
Ib	Arterials	$ -	$ -	$ 22,500	$ -	$ -	$ 22,500
II	Arterials	$ -	$ -	$ 7,500	$ -	$ -	$ 7,500
III	Arterials	$ -	$ -	$ 7,500	$ -	$ -	$ 7,500
Ia	Bike/Walk	$ -	$ -	$ 7,500	$ 60,000	$ -	$ 67,500
Ib	Bike/Walk	$ -	$ -	$ 22,500	$ -	$ -	$ 22,500
II	Bike/Walk	$ -	$ -	$ 15,000	$ -	$ -	$ 15,000
III	Bike/Walk	$ -	$ -	$ 15,000	$ -	$ -	$ 15,000
	Total	***$ 150,000***	***$ 360,000***	***$ 217,500***	***$ 840,000***	***$ 20,000***	***$ 1,587,500***
	Phase Ia	***$ 90,000***	***$ 60,000***	***$ 60,000***	***$ 120,000***	***$ 5,000***	***$ 335,000***
	Phase Ib	***$ 30,000***	***$ 70,000***	***$ 67,500***	***$ 270,000***	***$ 5,000***	***$ 442,500***
	Phase II	***$ 30,000***	***$ 150,000***	***$ 45,000***	***$ 210,000***	***$ 5,000***	***$ 440,000***
	Phase III	***$ -***	***$ 80,000***	***$ 45,000***	***$ 120,000***	***$ 5,000***	***$ 250,000***

Other Non-Parcel Costs	
Planning	$ 25,000
Item #2	
Item #3	
Item #4	
Sub-Total	$ 25,000
Total	$ 1,612,500

Assumptions:

	Value	Units
a *For Total Signage Unit Cost:*		
Entry	$ 30,000	each
Parcel ID	$ 10,000	each
Directional	$ 7,500	each
Special	$ 30,000	each
Other	$ 5,000	each