

## **Appendix B. Methodology Used to Evaluate Regional Socioeconomic Impacts of Alternative 7, Revised Alternative 7, and Alternative 8**

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## **Appendix B. Methodology Used to Evaluate Regional Socioeconomic Impacts of Alternative 7, Revised Alternative 7, and Alternative 8**

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### **METHODOLOGY**

The regional socioeconomic impacts generated by reuse of installation properties under Alternative 7 and Revised Alternative 7 were evaluated using a methodology similar to the methodology used to evaluate reuse alternatives in the final EIS (Volume III, Appendix I, "Methodology Used to Evaluate Regional Socioeconomic Effects of Reuse Alternatives"). As shown in Tables B-1 and B-2, socioeconomic impacts were estimated for two areas: newly exceded lands and revised use areas of former Fort Ord; and the other remaining areas of former Fort Ord. The methodology is summarized below.

- Define the Type of Activities Involved within Each Land Use

Assumptions regarding economic activities that would likely take place within each land use designation under Alternative 7 were developed based on the relationship of the Alternative 7 land use categories to the description of land uses contained in Table I-1 of Appendix I of the final EIS.

- Link Land Uses with Micro IMPLAN Sectors

Activities associated with each land use were linked to Micro IMPLAN industrial sectors to estimate regional impacts. These linkages are displayed in Table I-1 of Appendix I of the final EIS. Micro IMPLAN is a regional input-output computer model constructed by the U.S. Forest Service (refer to Appendix I of the final EIS for a description of Micro IMPLAN).

- Estimate Employment at Buildout of Each Land Use

Estimates of direct employment associated with each land use category for Alternative 7 (Table B-1) were calculated based on the generation factors listed in Table 3-3 of the SEIS. Direct employment estimates for Revised Alternative 7 (Table B-2) were calculated based on the best information available from FORA and other local entities. Polygons for newly exceded lands and revised use areas were identified and employment was estimated separately from other installation properties, as shown in Tables B-1 and B-2. Similarly, polygons located in the Cities of Marina and Seaside were identified so that impacts could be separated out of countywide impacts (Tables B-1 and B-2).

- Use the Direct Change in Employment to Estimate the Direct Change in Output

Direct employment estimates were used to estimate direct industrial output changes using the labor productivity data (output per job) shown in Table I-3 of Appendix I of the final EIS. The relationships between employment and output were used to derive direct changes in output associated with employment estimated for each polygon.

- Estimate Total Changes in Employment, Output, and Personal Income

Employment, output, and personal income multipliers were generated for each sector by running the IMPLAN model for Monterey County. (Multipliers are presented in Table I-6 of Appendix I of the final EIS.) These multipliers were then applied to direct changes in the variables to determine total changes generated by buildout of Alternative 7 (Table B-1).

- Convert Output and Personal Income to 1991 Dollars

Estimates of output and personal income were converted to 1991 dollars using the consumer price index to make estimates for Alternative 7 and Revised Alternative 7 comparable to estimates for previous reuse alternatives in the final EIS.

- Determine the Net Change in Economic Activity

Changes to economic variables that were estimated for closure of Fort Ord (refer to Section 5.2 of the final EIS) were subtracted from baseline employment, output, and personal income levels before the impacts of reuse under Alternative 7 and Revised Alternative 7 were added.

Limitations of the modeling results and methodology are described in Appendix I of the final EIS.

The socioeconomic effects of Alternative 8 were evaluated by modifying the Alternative 7 analysis. The IMPLAN output for Alternative 7 was adjusted to account for the changes occurring in polygons 8a and 19a. A separate IMPLAN model run was not completed because of the small relative changes.

## RESULTS

Tables B-1 and B-2 show population, housing, and direct and total employment, output, and personal income generated by buildout of Alternative 7 and Revised Alternative 7 for each polygon within former Fort Ord. The estimates in Tables B-1 and B-2 reflect gross levels of economic activity associated with each polygon (i.e., the impacts of Fort Ord closure have not been netted out of the estimates for each polygon). With the exception of the population and housing estimates, the estimates shown in Tables B-1 and B-2 were derived based on the methodology described above. Housing and population levels were estimated based on the dwelling unit estimates in Tables 3-3 and ES-1 of the SEIS and an average household of size of 3.0 persons.

Polygons 10 and 16 include data estimated for California State University of Monterey Bay (CSUMB). The planning process for the ultimate development of CSUMB is ongoing; therefore, the population, housing, and employment data for CSUMB may change in the future. For this analysis, the on-campus population was estimated by assuming that an average of three students would reside in each of the 1,253 housing units that would be located on campus. In addition, an estimated 20,000 students are expected to reside on-campus in dormitory rooms. On-campus employment was assumed to total 3,000 jobs.

**Table B-1.** Estimates of Direct and Total Socioeconomic Impacts with Reuse under Alternative 7

Jurisdiction/ Polygon Number	Acres	Proposed Use*	Housing Units	Population	Direct Jobs	Total Jobs <sup>b</sup>	Direct Output	Total Output <sup>c</sup>	Direct Personal Income	Total Personal Income
19b	34	POM Annex (Motor Pool)	1,500	4,500	200	342	\$5,973,000	\$9,623,100	\$1,972,285	\$3,056,449
21a	131	Medium Density Residential								
(21b)	84	Light Industrial	666	1,221	\$67,186,080	\$105,898,699	\$23,306,851	\$36,316,735		
29a	98	Office Park/Resort Hotel	1,095	1,767	\$58,249,073	\$98,775,865	\$26,453,816	\$41,311,602		
	122	Golf Course								
<b>Subtotal (Monterey County)</b>			<b>1,568</b>	<b>4,704</b>	<b>8,699</b>	<b>15,227</b>	<b>\$730,188,921</b>	<b>\$1,162,965,702</b>	<b>\$260,097,051</b>	<b>\$406,086,670</b>
<b>Total (Newly Excessed Lands and Revised Use Areas)</b>			<b>4,689</b>	<b>14,068</b>	<b>21,257</b>	<b>36,614</b>	<b>\$1,590,552,719</b>	<b>\$2,597,797,065</b>	<b>\$647,885,521</b>	<b>\$1,014,093,636</b>
<b>Other Fort Ord Areas</b>										
Marina	1a	392	Airport	735	1,422	\$91,218,645	\$133,954,580	\$30,120,397	\$44,171,562	
	1b	130	Habitat Preserve							
	1c	234	Business Park	1,880	3,307	\$137,520,120	\$233,495,412	\$47,705,730	\$75,379,823	
	1e	43	Habitat Preserve							
	1f	36	High Tech Business Park	1,815	3,193	\$132,765,435	\$225,422,432	\$46,056,329	\$72,773,606	
	(2c)	21	High Tech Business Park	400	734	\$40,352,000	\$63,602,822	\$13,998,109	\$21,811,853	
	2f	10	Bus Transfer Center	10	14	\$541,320	\$870,930	\$220,804	\$331,427	
	3	18	University Community College	80	111	\$2,893,760	\$5,174,332	\$1,321,580	\$2,006,027	
	4	682	Existing Low Density Residential	1,800	5,400					
	4a	19	School	25	37	\$882,700	\$1,696,991	\$475,775	\$725,605	
	5a	40	Retail	776	1,173	\$32,712,280	\$53,252,321	\$13,160,150	\$19,691,533	
	5b	3	Business Park	85	150	\$6,217,665	\$10,556,973	\$2,156,908	\$3,408,130	
	5c	11	University Research Area							
	7b	408	University Research Area	15	24	\$692,235	\$1,056,835	\$342,103	\$463,823	
	7c	127	University Science Office	4,560	8,021	\$333,559,440	\$566,350,573	\$163,877,753	\$258,943,237	
	8d	8	University Community College	25	35	\$904,300	\$1,616,979	\$412,994	\$626,883	
	16c	211	University	468	653	16,952,611	30,312,963	7,742,257	11,751,972	
<b>Subtotal (Marina)</b>			<b>1,800</b>	<b>5,400</b>	<b>10,874</b>	<b>18,874</b>	<b>797,212,511</b>	<b>1,327,364,144</b>	<b>327,590,839</b>	<b>512,085,482</b>

Table B-1. Continued

Jurisdiction/ Polygon Number	Acres	Proposed Use*	Housing Units	Population	Direct Jobs	Total Jobs <sup>b</sup>	Direct Output	Total Output <sup>b</sup>	Direct Personal Income	Total Personal Income	Total Personal Income
Seaside	16 <sup>c</sup> (20a)	211 61 Medium Density Residential	400	1,200	468	653	16,952,611	30,312,963	7,742,257	11,751,972	
	20b	101 Medium Density Residential	777	2,331							
	20c	305 Medium Density Residential	1,752	5,256							
	20d	36 Institutional			100	171	\$2,986,500	\$4,811,550	\$986,142	\$1,528,225	
	20f	23 Office Park			25	43	\$746,625	\$1,202,888	\$0	\$0	\$0
	20g	90 High Density Residential	1,440	4,320							
	20h	765 Army's POM Annex	1,588	4,764	1,425	2,435	\$42,557,625	\$68,564,590	\$14,052,528	\$21,777,202	
	20i	15 School			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056	
	20j	11 School			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056	
	20k	15 School			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056	
	22	375 Golf Courses			25	36	\$1,022,125	\$1,760,304	\$385,670	\$521,456	
	24	175 Office Park			3,590	6,315	\$262,604,910	\$445,876,877	\$129,017,792	\$203,861,014	
	26	39 Peace Officer Training			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056	
B-7	<b>Subtotal (Seaside)</b>		<b>5,957</b>	<b>17,871</b>	<b>5,733</b>	<b>9,824</b>	<b>\$329,856,896</b>	<b>\$557,340,721</b>	<b>\$153,418,067</b>	<b>\$241,450,149</b>	
Monterey County	6a	10 Reserve Center			10	17	\$298,650	\$481,155	\$98,614	\$152,822	
	6b	33 University Research Area			5	8	\$230,745	\$352,278	\$114,034	\$154,608	
	7a	273 University Science Office			9,080	15,973	\$664,192,920	\$1,127,733,159	\$326,317,982	\$515,615,043	
	8a	332 Landfill Research Area			10	16	\$461,490	\$704,557	\$228,068	\$309,215	
	9a	152 University Research Area									
	9b	36 University Science Office			285	501	\$20,847,465	\$35,396,911	\$10,242,360	\$16,183,952	
	10	400 University			1,406	1,959	\$50,857,832	\$90,938,889	\$23,226,772	\$35,255,917	
	11a	163 Habitat Preserve			10	17	\$298,650	\$481,155	\$98,614	\$152,822	
	(11b)	497 Agri-Center/Post Residential			1,446	2,014	\$36,232,422	\$63,848,774	\$12,547,288	\$20,970,282	
	12a	452 Coastal Dune Zone			10	17	\$298,650	\$481,155	\$98,614	\$152,822	
	12b	451 Disturbed Habitat Zone			10	14	\$502,760	\$845,542	\$203,216	\$322,808	
	14b	9 Service Area			470	653	\$16,952,610	\$30,312,963	\$7,742,258	\$11,751,973	
	(16) <sup>c</sup>	211 University			10	14	\$408,850	\$704,121	\$154,668	\$248,582	
	17a	51 Community Park			10	15	\$332,420	\$562,987	\$138,619	\$213,917	
	17b	400 RV Park			3,751	6,879	\$378,400,880	\$596,435,467	\$131,267,265	\$204,540,653	
	(19a)	286 Light Industrial			2,234	4,097	\$225,365,920	\$355,221,763	\$78,179,438	\$121,819,200	
	(21b)	282 Light Industrial									
	41	47 Transit Center									
	21c	14 School Habitat Preserve			10	17	\$298,650	\$481,155	\$98,614	\$152,822	

Table B-1. Continued

Jurisdiction/ Polygon Number	Acres	Proposed Use <sup>a</sup>	Housing Units	Population	Direct Jobs	Total Jobs <sup>b</sup>	Direct Output	Total Output <sup>b</sup>	Direct Personal Income	Total Personal Income
25	15,140	Nat. Res. Mgmt. Area								
29b	121	Office Park	890	1,566	\$65,102,610	\$110,537,722	\$31,984,912	\$50,539,360		
29c	38	Office Park	30	53	\$2,194,470	\$3,725,991	\$1,078,143	\$1,703,574		
29d	30	Office Park	520	915	\$38,037,480	\$64,583,837	\$18,687,814	\$29,528,615		
29e	26	Community Park	5	7	\$204,425	\$352,061	\$77,334	\$124,291		
30a	278	Recreation Area Expansion								
30b	248	Recreation Area Expansion								
30c	66	Recreation Area Expansion								
31a	29	Natural Area Expansion								
31b	22	Office Park	450	792	\$32,917,050	\$55,889,859	\$16,172,147	\$25,553,609		
32	67	School Expansion								
40	2	Monterey Institute for Research in Astronomy								
<b>Subtotal (Monterey County)</b>			1,385	4,155	20,677	35,581	\$1,535,319,649	\$2,541,768,491	\$659,232,549	\$1,036,172,493
<b>Total (Other Fort Ord Areas)</b>			9,142	27,426	37,284	64,279	\$2,662,389,056	\$4,426,473,356	\$1,140,241,505	\$1,789,708,124
<b>Grand total (All Areas)</b>			13,831 <sup>c</sup>	41,493 <sup>d</sup>	58,541	100,893	\$4,252,941,775	\$7,024,270,421	\$1,788,127,026	\$2,803,801,760

<sup>a</sup> Land use abbreviations coincide with those in Table 3-3 in the SEIS.

<sup>b</sup> Total jobs, total output, and total personal income refer to the countywide economic impacts of redeveloping the individual polygons. The total impacts include the jobs, output, and personal income that would be directly generated by redevelopment or reuse of each polygon.

<sup>c</sup> The allocation of university acreage in polygon 16 within the jurisdictions of the City of Marina and Monterey County was estimated.

<sup>d</sup> On-campus university student dormitory housing and population are not included.

#### Notes:

( ) indicates a portion of the polygon, not the entire polygon.

All dollars are shown in 1991 dollars.

Population was estimated based on an average household size of 3.0.

Estimates of housing units and direct employment were based on the generation factors in Table 3-3 of the SEIS.

Total employment and direct and total output and personal income were estimated based on coefficients and multipliers derived from Micro IMPLAN computer modeling for Monterey County.

Table B-2. Estimates of Direct and Total Socioeconomic Effects with Reuse under Revised Alternative 7

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Jurisdiction/Polygon Number		Acres		Proposed Use		Housing Units		Population		Direct Jobs	Total Jobs*	Direct Output	Total Output*	Direct Personal Income	Total Personal Income*
<b>Newly Excessed and Revised Use Areas</b>															
<b>Marina SEIS Areas</b>															
2a	90	Mixed use						195	295	\$8,220,225	\$13,381,704	\$3,306,997	\$4,948,259		
2b	338	Mixed use						582	1,746	\$51,934,960	\$84,544,921	\$20,893,434	\$31,262,846		
2c	108	Mixed use						— <sup>c</sup>	700	1,058	\$29,508,500	\$48,036,887	\$11,871,270	\$17,762,981	
2d	58	Mixed use						710	2,130	194	293	\$8,178,070	\$13,313,080	\$3,290,038	\$4,922,883
2	40	Corporation yard							30	47	\$2,021,790	\$3,306,638	\$853,988	\$1,268,330	
2g	37	Community park													
4	682	Medium-density residential/golf/high school/community park						2,710	8,130	65	95	\$2,295,020	\$4,412,176	\$1,237,016	\$1,886,573
8b	32	University science office							220	387	\$16,092,780	\$27,323,931	\$7,906,383	\$12,492,875	
8c	19	Transit center							0						
<b>Subtotal (Marina)</b>								4,002	12,006	2,636	4,037	118,251,345	194,319,338	49,339,125	74,544,746
<b>Seaside</b>															
15	90	Retail							523	791	\$22,047,065	\$35,890,417	\$8,869,534	\$13,271,484	
(16)	85	Mixed use							189	263	\$6,836,508	\$12,224,360	\$3,122,233	\$4,739,238	
18	110	Defense finance and accounting service/golf course							750	1,319	\$54,861,750	\$93,149,765	\$26,953,578	\$42,586,653	
(20a)	48	Mixed use							50	76	\$2,107,750	\$3,431,206	\$847,948	\$1,268,784	
20c	305	Mixed use													
20	104	Mixed use													
22	375	Golf course/resort hotel													
23	96	Retail/medium-density residential													
<b>Subtotal (Seaside)</b>								1,680	5,040	3,541	5,488	165,814,943	276,230,676	72,267,364	110,863,439
<b>Monterey County</b>															
8a	332	Mixed use							35	53	\$1,475,425	\$2,401,844	\$593,563	\$888,149	
11b	751	Mixed use/police officer standards and training							2,185	3,303	\$92,108,675	\$149,943,712	\$37,055,320	\$55,445,875	
13	32	Aquaculture													
		Desalination plant													
14a	29	Multi-use area													
19a	715	Office park/low-density residential/ golf course													
19b	35	PCM annex motor pool													

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Table B-2. Continued

Jurisdiction/Polygon Number	Acres	Proposed Use	Housing Units	Population	Direct Jobs	Total Jobs*	Direct Output	Total Output*	Direct Personal Income	Total Personal Income*
21a	131	Low-density residential/golf course/resort hotel	3,184	9,552	325	477	\$10,803,650	\$18,297,062	\$4,505,122	\$6,952,304
21b	366	Low-density residential/golf course/resort hotel								
25	15,221	Natural Resource Management Area/transit								
29a	98	Office park/resort hotel								
41	122	Golf course								
	47	Mixed use								
Subtotal (Monterey County)	3,184	9,552	6,825	11,164	382,921,884	642,999,119	\$175,557,708	\$273,561,377		
<b>Total (Newly Excessed Lands and Revised Use Areas)</b>	<b>8,866</b>	<b>26,598</b>	<b>13,002</b>	<b>20,689</b>	<b>666,988,172</b>	<b>1,113,549,133</b>	<b>\$297,164,198</b>	<b>\$458,969,563</b>		
<b>Other Fort Ord Areas</b>										
Marina										
1a	392	Airport								
1b	130	Habitat preserve								
1c	234	Business park/resort hotel/golf course								
1	43	Habitat preserve								
1f	36	High-tech business park								
2f	10	Transit center								
3	18	Univ. Comm. College								
4a	19	School								
5a	40	Mixed use								
5b	3	Habitat preserve								
5c	11	Habitat reserve								
7b	408	Habitat preserve								
7c	127	Mixed use								
8d	8	Corporation yard								
(16)*	289	University								
Subtotal (Marina)	150	450	— <sup>h</sup>	468	653	\$16,952,611	\$30,312,963	\$7,742,257	\$11,751,972	
Seaside	289	University	— <sup>h</sup>	468	653	\$16,952,611	\$36,743,036	1,024,844,451	232,687,635	\$355,480,163
(16)*	289	University	— <sup>h</sup>	468	653	\$16,952,611	\$30,312,963	\$7,742,257	\$11,751,972	

Table B-2. Continued

Jurisdiction/Polygon Number	Acres	Proposed Use	Housing Units	Population	Direct Jobs	Total Jobs*	Direct Output	Total Output*	Direct Personal Income	Total Personal Income*
(20a)	61	Medium-density residential	610	1,830						
20b	101	Medium density residential	565	1,695	733	1,289	\$53,618,217	\$91,038,371	\$26,342,630	\$41,621,355
20d	59	Institutional/office park			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056
20f	45	School								
20g	90	High-density residential	774	2,322						
20h	764	Army's POM Annex	1,588	4,764	1,425	2,435	\$42,557,625	\$68,564,590	\$14,052,528	\$21,777,202
20i	15	School			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056
20j	11	School			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056
20k	15	School			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056
24	175	Medium-density residential	1,214	3,642						
26	39	Peace officer training			25	43	\$746,625	\$1,202,888	\$246,536	\$382,056
<b>Subtotal (Seaside)</b>			<b>4,751</b>	<b>14,253</b>	<b>2,751</b>	<b>4,591</b>	<b>116,861,578</b>	<b>195,930,361</b>	<b>49,370,093</b>	<b>77,060,811</b>
<b>Monterey County</b>										
6a	10	Reserve center			10	17	\$298,650	\$481,155	\$98,614	\$152,822
6b	33	Habitat preserve			5	9	\$149,325	\$240,578	\$49,307	\$76,411
7a	273	Univ. science office			9,080	15,973	\$664,192,920	\$1,127,733,159	\$326,317,982	\$515,615,043
9a	152	Habitat preserve								
9b	36	Univ. science office			285	501	\$20,847,465	\$35,396,911	\$10,242,360	\$16,183,952
10	400	University	1,253	3,759	1,406	1,959	\$50,857,832	\$90,938,889	\$23,226,772	\$35,255,917
10a	13	School			25	37	\$882,700	\$1,696,991	\$475,775	\$725,605
11a	163	Habitat preserve			10	17	\$298,650	\$481,155	\$98,614	\$152,822
12a	452	Coastal dune zone								
12b	472	Disturbed habitat zone/transit center			10	17	\$298,650	\$481,155	\$98,614	\$152,822
14b	9	Service area			10	14	\$502,760	\$845,542	\$203,216	\$322,808
(16)*	288	University	-h	-h	469	653	\$16,952,610	\$30,312,963	\$7,742,258	\$11,751,973
17a	51	Community park			10	14	\$408,850	\$704,121	\$154,668	\$248,582
17b	400	RV park			10	15	\$332,420	\$552,987	\$138,619	\$213,917
21c	14	Habitat preserve			10	17	\$298,650	\$481,155	\$98,614	\$152,822
29b	117	Office park			890	1,566	\$65,102,610	\$110,537,722	\$31,984,912	\$50,539,360
29c	38	Corporation yard								
29d	30	Office park			520	915	\$38,037,480	\$64,563,837	\$18,687,814	\$29,528,615
29	26	Community park			5	7	\$204,425	\$352,061	\$77,334	\$124,291
30a	278	Recreation area expansion								

Table B-2. Continued

Jurisdiction/Polygon Number	Acres	Proposed Use	Housing Units	Population	Direct Jobs	Total Jobs*	Direct Output	Total Output <sup>a</sup>	Direct Personal Income <sup>b</sup>	Total Personal Income <sup>c</sup>
30b	248	Recreation area expansion								
30c	66	Recreation area expansion								
31a	29	Natural area expansion								
31b	22	Office park								
32	67	School expansion								
40	2	Monterey Institute for Research in Astronomy								
321		Rights-of-way								
Subtotal (Monterey County)			1,253	3,759	13,205	22,522	892,583,047	1,521,720,239	435,867,620	686,751,373
Total (Other Fort Ord Areas)			6,154	18,462	25,772	43,271	1,646,187,661	2,742,495,050	717,925,348	1,119,292,337
Grand Total (All Areas)			15,020	45,060	38,774	63,960	2,313,175,833	3,856,044,183	1,015,089,546	1,578,261,900

- \* Total jobs, total output, and total personal income refer to the countywide economic impacts of redeveloping the individual polygons. The total impacts include the jobs, output, and personal income that would be directly generated by redevelopment or reuse of each polygon.
  - <sup>b</sup> The housing units and population associated with mixed use development of polygon 2a have been included in the population and housing units for polygon 4.
  - <sup>c</sup> The housing units and population associated with mixed use development of polygon 2c have been included in the population and housing units for polygon 2d.
  - <sup>d</sup> The housing units and population associated with the development of polygon 19a have been included in the population and housing units for polygon 21b.
  - <sup>e</sup> The housing units, population, employment, output, and income associated with development of polygon 21a have been included in the numbers for polygon 21b.
  - <sup>f</sup> The housing units and population associated with the development of polygon 23 have been included in the population and housing units for polygon 24.
  - <sup>g</sup> The allocation of university acreage in polygon 16 within the jurisdictions of Marina, Seaside, and Monterey County was estimated.
  - <sup>h</sup> Student dormitories are not included in the housing totals for this polygon; the estimated 20,000 students that may be housed on campus at buildout have been addressed separately from general populations throughout the SEIS. These students would be housed in the Marina, Seaside, and Monterey County portions of the planning area, but specific locations are unknown at this time.
- Notes: ( ) indicates a portion of the polygon, not the entire polygon. Polygon acreages in this table may not correspond to acreages in Table B-1. In some cases, polygon boundaries have changed under Revised Alternative 7. All dollars are shown in 1991 dollars. Housing units and direct employment totals were based on the best available information from FORA and other local entities. Total employment and direct and total output and personal income were estimated based on coefficients and multipliers derived from the Micro IMPLAN computer model for Monterey County.