San Diego Association of Governments (SANDAG)
Request for Information (RFI)

Land use concepts to support proposed San Diego Grand Central Station
Release Date: Friday, February 8, 2019
Responses Due: Monday, March 4, 2019
NOTICE OF REQUEST FOR INFORMATION (RFI) No. 5005690

Dear Interested Party:

SUBJECT: Request for Information on Land Use Development Concepts for San Diego Grand Central Station in Downtown and Midway-Pacific Highway Areas of San Diego

SANDAG is evaluating concepts for developing a San Diego Grand Central Station and supporting land use. San Diego Grand Central Station would serve as the region’s premier mobility hub connecting San Diego Trolley, Coaster Commuter Train, Amtrak Surfliner, Bus Rapid Transit, local bus, and other transportation services to San Diego International Airport. This RFI is a market research tool intended to gauge interest and garner ideas that SANDAG can further evaluate leading to the development of a RFQ/RFP for implementation of a selected concept.

In 2008, the San Diego Association of Governments (SANDAG) envisioned a plan for an Intermodal Transportation Center (ITC) between Interstate 5 and Pacific Highway south of Washington Street, straddling the trolley and train tracks that run through the area, and accommodating shuttles to move people from the ITC to the terminals at the San Diego International Airport (SDIA). At the time, there were discussions about moving the SDIA terminals from their current location on the south side of the SDIA to the north side, adjacent to the ITC. These plans are currently being revisited in light of the San Diego Airport Authority’s proposal for the Terminal 1 Expansion project at its current location on the south side of SDIA, which are contemplated within the Airport Development Plan (ADP) and the draft environmental reports for Terminal 1 Expansion. SANDAG is now leading the development of a comprehensive transportation infrastructure plan to connect public transit directly to SDIA. This effort is known as the Airport Connectivity and San Diego Grand Central Station Study (Project). On December 21, 2018, the SANDAG Board of Directors allocated $1 million towards the Project and approved the formation of an inter-agency group for collaboration on the Project known as the Airport Connectivity Subcommittee (Subcommittee).

There are various elements to the Project. This RFI is focused on land use development concepts that would support a much larger complex than the 2008 ITC concept and incorporate a San Diego Grand Central Station. SANDAG envisions a vibrant urban center with San Diego Grand Central Station at its core. The geographic area under consideration is the corridor along the existing Trolley/LOSSAN tracks between Santa Fe Depot and the Old Town Transit Center. A Site Map of the area within the zone of
potential development is shown in Attachment 1 to the RFI. SANDAG is inviting interested parties to submit their firm’s concepts related to land use development that would support a San Diego Grand Central Station located somewhere along this corridor. Expressions of Interest (EOI) are sought from firms or teams.

Favored concepts could potentially be selected for incorporation into future SDIA and/or SANDAG plans, however, selection of firms or teams to finance, partner on, or carry out those plans would be subject to future competitive procurement(s).

Firms may submit questions about the RFI until 3 PM (PST) on February 18, 2019, via a written question and answer process. Responses to the timely questions received will be provided by SANDAG by no later than 7 PM (PST) on February 22, 2019. All addenda and questions and answers related to this RFI will be posted on SANDAG’s PlanetBids web page and must be submitted to the Contracts and Procurement Analyst identified below.

Please note that each respondent shall submit only one Expression of Interest (EOI) in response to this RFI. Complete EOIs shall be submitted via email in Adobe Acrobat (PDF) format to the email address below by 3 PM PST on March 4, 2019:

Attn: Janet Bessent, Associate Contracts and Procurement Analyst
Email: Janet.Bessent@sandag.org
SANDAG RFI No. 5005690
SAN DIEGO ASSOCIATION OF GOVERNMENTS
REQUEST FOR INFORMATION (RFI)

RFI NUMBER: 5005690
RFI TITLE: LAND USE DEVELOPMENT CONCEPTS FOR SAN DIEGO GRAND CENTRAL STATION IN DOWNTOWN AND MIDWAY-PACIFIC HIGHWAY AREAS OF SAN DIEGO

REQUEST FOR INFORMATION SUMMARY

RFI Release Date: February 8, 2019
Service Requested: Concept-level information only sought at this time. This RFI is being used to learn from those involved with land use development about potential land use development concepts supporting a proposed San Diego Grand Central Station. SANDAG may request meetings with, or pose follow up questions to, those firms or teams that submit an Expression of Interest (EOI) in response to this RFI, however, this RFI is not intended to serve as a competitive process for selecting one or more firms for a contract award. Rather, it is intended to serve as a method for SANDAG to ensure that the most promising concepts are considered for potential inclusion in discussions and preliminary analyses regarding land uses that will best support a proposed San Diego Grand Central Station.

Deadline for Questions Regarding this RFI: February 18, 2019, 3 PM (PST)

EXPRESSIONS OF INTEREST DUE DATE AND TIME:

March 4, 2019 at 3 PM (PST)

401 B Street, Suite 800 • San Diego, CA 92101-4231 • (619) 699-1900
I. GENERAL INFORMATION

A. Background

SDIA is the busiest single-runway commercial service airport in the United States and is uniquely situated in the heart of the San Diego metropolitan area. Despite serving more than 22 million passengers in 2017, SDIA is the only major airport in the country without a substantial connection to the region’s public transportation network. Regional leaders have recognized this deficiency for decades and funded numerous studies for solutions. Unfortunately, to date, financial and institutional barriers have inhibited these plans from moving towards implementation – until now.

The alignment of several major regional planning initiatives, including SDIA’s Airport Development Plan (ADP), the Port of San Diego’s Integrated Planning initiative, the planned redevelopment of the Naval Base Point Loma Old Town Complex (SPAWAR Complex), planned improvements to Old Town Transit Center and the update of the region’s long range transportation plan (Regional Plan), has created a seminal moment in our region’s history and the opportunity for regional leaders to come together and collaboratively review options to solve the long-standing issue of connecting SDIA to effective public transportation and planning for supportive land uses.

The convergence of these interconnected initiatives is both rare and timely for the region. Currently, ground access to SDIA is automobile-focused, which has created mounting traffic congestion on the local roads and freeways that provide access to the airport and the surrounding urban communities that also are regional destinations. The ADP proposes tripling the size of Terminal 1, which presents significant economic development opportunities for the region by allowing for new international nonstop service and domestic routes as well as business expansion opportunities within the airport. The proposed growth, however, adds transportation system pressures with significant and unavoidable impacts to key intersections, roadways and freeway segments if a solution is not identified to make public transit a choice option for accessing the airport.

On November 20, 2018, City of San Diego Mayor Kevin Faulconer, convened the leadership of the San Diego Regional Airport Authority (Airport Authority), SANDAG, the San Diego Unified Port District (Port), and the Metropolitan Transit System (MTS) to discuss the urgent need for airport ground transportation solutions in light of the ADP. As a result, SANDAG is now leading the planning effort to identify options to connect public transit and other modes of transportation to SDIA. SANDAG is investigating various concepts for connecting the region’s transit system to SDIA. These concepts include a peoplemover, tunnel, trolley, bus, and/or skyway (aerial gondola). This effort is known as the Airport Connectivity and San Diego Grand Central Station Study (Project). By June 2019 preferred concepts will be selected for potential inclusion in the EIR for the redevelopment of Terminal 1. Time is of the essence for this significant regional planning effort because the Airport Authority believes delay in identifying options for Terminal 1 redevelopment could cost the region an estimated $8 million per month in economic benefit.

On December 21, 2018, the SANDAG Board of Directors approved the formation the Airport Connectivity Subcommittee2 (Subcommittee), an inter-agency group that will guide the development on the Project. The Subcommittee includes leadership from SANDAG, City of San Diego, County of San Diego, MTS, San Diego North County Transit District (NCTD), Port, the Airport Authority, California Department of Transportation (Caltrans), and the Department of Defense. The Subcommittee will lead the development of the Airport Connectivity and San Diego Grand Central Station Study.

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1 “San Diego International Airport Economic Impact Study – June 2018” San Diego County Regional Airport Authority.
2 The Subcommittee Charter, Membership list, meeting agendas and materials are hosted on the SANDAG webpage. https://www.sandag.org/index.asp?committeeid=109&fuseaction=committees.detail
As a key component of the Project, SANDAG will work to develop concepts for a potential San Diego Grand Central Station that not only connects trolleys, buses, Coaster and Amtrak trains to SDIA, but that is a robust mobility hub and a destination itself.

B. The SPAWAR Concept

The U.S. Navy issued a Request for Interest on September 18, 2018, seeking information on how an interested entity could revitalize Naval Base Point Loma, Old Town Complex (SPAWAR Campus). SANDAG has responded to the Navy RFI and is discussing with the Navy the possibility of a joint development effort that would include new mission-ready Naval facilities, San Diego Grand Central Station, and supporting land uses. The Navy’s RFI, its presentation of what it envisions for the SPAWAR Campus, and SANDAG’s response to the Navy RFI are provided as Attachments 2 through 4 of this RFI.

The concept SANDAG proposed in response to the Navy RFI is in its infancy and it is unknown whether it will be pursued, however, the development community is in the best position to provide opinions on whether this concept is feasible. SANDAG is seeking information from the land development community on steps SANDAG should take leading towards a possible joint RFQ/RFP by SANDAG and the Navy.

SANDAG envisions vibrant and efficient supportive land uses at the potential SPAWAR Campus site. Such land use changes would require an update to the 2018 Midway-Pacific Highway Community Plan. SANDAG would partner with the City of San Diego to realize an update to the Midway-Pacific Highway Community Plan. SANDAG has a long history of working cooperatively with the City of San Diego on planning and development of regional projects.

Mayor Kevin Faulconer and several city council members sit on the SANDAG Board of Directors and the staff of SANDAG and the City of San Diego have experience working cooperatively on complex projects. SANDAG believes the site could provide airport accessibility and supporting land uses that accomplish a number of city and regional goals including increased opportunities for affordable housing, improved connections to transit, and decreased greenhouse gas emissions. A letter of support from Mayor Faulconer for such a plan is provided as Attachment 5 to this RFI.

SANDAG further expects to develop a plan for major infrastructure improvements that would support the envisioned vibrant land uses. SANDAG has extensive experience working on such plans with its infrastructure partners: San Diego Metropolitan Transit System, San Diego North County Transit District, California Department of Transportation, Amtrak, San Diego Unified Port District, San Diego County Regional Airport Authority, City of San Diego, County of San Diego, San Diego Gas & Electric, and others.

C. Other Development Concepts

Other possible locations for a San Diego Grand Central Station include the Old Town Transit Center, Washington Street Trolley Station, Middletown Trolley Station, Santa Fe Depot or anywhere in between. The Intermodal Transit Center (ITC), first envisioned in 2008, is roughly located in the area bound by Washington Street, Pacific Highway, Sassafras Street, and I-5 near the Washington Street Trolley Station. The ITC is currently identified in the Regional Transportation Plan to support connectivity with SDIA and is a candidate location for San Diego Grand Central Station and supporting land use. SANDAG is interested in ideas, issues, and limitations for the creation of a San Diego Grand Central at locations other than the SPAWAR Campus. There is no guarantee that SANDAG will be successful in developing a joint development agreement with the Navy and there would need to be extensive analysis of alternatives even if the Navy were to select SANDAG for further discussions. As such, SANDAG is seeking all ideas and creative solutions for the creation of a San Diego Grand Central Station and supporting land uses. Concepts in EOs that do not fall within the parameters of the SPAWAR Concept are referred to in this RFI by the generic term “Development Concepts.”
D. About SANDAG

SANDAG is a regional governmental agency that is recognized in California and federal laws as the forum for regional decision-making and infrastructure projects in San Diego County. The SANDAG Board of Directors consists of elected officials from the 18 cities and county government within the San Diego region as well as representatives from Caltrans, Mexico, San Diego International Airport and others. In addition to its planning functions, SANDAG engineers, builds, and operates public transportation infrastructure.

SANDAG has existing authority to finance, plan, design, and construct transit-oriented development and transportation infrastructure. It currently operates two toll roads in San Diego County and has the ability to build and operate others. It also has agreements in place with various state and federal government agencies that allow it to streamline permit approvals and serve as a grantee of potential project funds. SANDAG is recognized by the federal government and the California Legislature as a government agency responsible for regional decisions and infrastructure development in San Diego. SANDAG does not foresee a requirement for additional legislative authority, however, there could be opportunities for streamlining environmental approvals with additional legislation. SANDAG has extensive experience working with local, state, and federal legislative authorities that would have jurisdictional responsibilities for the approvals needed to implement the SPAWAR Concept or other viable Development Concepts.

E. Overview and Purpose of This RFI

A separate RFI related to technology concepts (RFI No. 5005667) was issued by SANDAG on January 18, 2019. This RFI (No. 5005690) is focused on land use development concepts that would provide supportive land use to San Diego Grand Central Station. A Site Map of the area within the zone of potential development is provided as Attachment 1 to this RFI. SANDAG seeks to gather information on land use development concepts that could contribute to a viable solution for the creation of a Grand Central Station surrounded by vibrant and supporting land uses. It is hoped that the EOIs submitted in response to this RFI will help SANDAG to develop a preliminary range of concepts for the Project. Previously developed concepts, consultant concepts, the SPAWAR Concept and Development Concepts included in EOIs will be reviewed by SANDAG staff and others and could potentially lead to the future issuance of one or more solicitations for competitive contract awards.

II. WHAT SANDAG IS SEEKING

The following are questions that can be used as a guide for developing your EOI. Proposers are encouraged to address all topics presented here and other topics of interest or concern that are not covered here. Not providing a response to some or all of the questions will not preclude future participation in a possible future competitive procurement process.

1. SANDAG’s vision for a San Diego Grand Central Station is to make the development as “future proof” as possible by incorporating a contemporary mobility hub that facilitates the seamless transfer among numerous transit modes connecting at a central, urbanized location that is well integrated with vibrant surrounding land uses. Examples of the scale that SANDAG is envisioning would include San Francisco’s Transbay Transit Center and New York’s Hudson Yards. Do you see the opportunity to combine a San Diego Grand Central Station and supporting land uses as part of the SPAWAR Concept or any other potential Development Concepts within the geographic area covered in Attachment 1? If so, please describe your concepts. Please use a name for your Development Concept(s) for ease of reference throughout your EOI.
2. The Navy has identified two parcels totaling approximately 70 acres that it could make available for the SPAWAR Concept. The two parcels are not contiguous. In your opinion, would it be important to consolidate and expand the site to 100 acres or larger? If so, why? If not, why not?

3. SANDAG desires to demonstrate the benefit to the Navy of adding a Grand Central Station to its ultimate decision for revitalization of the SPAWAR Campus. Please compare and contrast the economic benefit and feasibility of a 70 acre SPAWAR Concept without a Grand Central Station, with a Grand Central Station, and a 100+ acre SPAWAR Concept with a Grand Central Station.

4. For other Development Concepts. What acreage requirements would be necessary for creating vibrant surrounding land use? Please identify the locations and land needs for your Development Concept(s).

5. How many square feet of supportive land use (i.e., retail, housing, office, recreational, etc.) would be necessary to create a vibrant urban community around a San Diego Grand Central Station? Do you think this would be feasible at the SPAWAR Complex or other sites?

6. How much housing could be built at the SPAWAR Complex or at other sites? What percentage of the housing would be affordable for persons at or below median income?

7. SANDAG envisions the creation of a vibrant urban center. Describe architectural concepts you feel would work well at the SPAWAR Complex or at other sites. If you are willing to share, please provide sketches or visual simulations of your Development Concept(s).

8. What do you see as the critical surrounding infrastructure improvements necessary to support your concepts?

9. The Navy desires state of the art facilities with advanced security features. If the Navy and SANDAG eventually partner on the SPAWAR Concept, SANDAG would like to support the Navy’s efforts. The Navy has identified the need for approximately 1.5 million square feet of mission-ready facilities. The Navy needs the revitalization of the 70 acres of Navy property to generate enough economic benefit to accomplish these goals. Do you feel the Navy is more likely or less likely to accomplish these goals with the inclusion of San Diego Grand Central Station and supporting land uses? If you feel it is more likely and the Navy were in need of additional mission-ready facilities over 1.5 million square feet, how much additional mission-ready facilities space do you think could be built?

10. Currently, SPAWAR is the main occupant of the SPAWAR Complex. The SPAWAR vision is to rapidly deliver cyber warfighting capability from seabed to space. SANDAG is interested in exploring the idea of creating a highly-secured, shared and collaborative business park focused on cyber security that brings together SPAWAR and its private-sector and university partners. The San Diego Cyber Center for Excellence (CCOE) estimates San Diego based companies received $1.1 billion (FY 17) in SPAWAR contracts, and that approximately 100 cyber security businesses in the region are part of the SPAWAR local ecosystem. Do you believe this is an idea worth pursuing? If so, identify key factors that would be needed to make it financially feasible to developers.

11. Please describe your ideas that would help to facilitate an efficient development process of the SPAWAR Concept or a different Development Concept. Please discuss the environmental, land assembly, entitlement, and financing aspects of the development process for the concept(s).

12. Active naval and transit operations currently occur at the SPAWAR Complex. Any Navy-SANDAG agreement would likely require the Navy requirements to be met in the first phase of construction and as quickly as feasible. Please describe your concepts for phased construction that would allow for continued naval and transit operations.

13. If SANDAG and the Navy were to issue a joint RFQ/RFP for development of a concept, please describe the agreements, authorizations and assurances that would encourage you to propose and help you to prepare the best proposal possible in response to such a RFQ/RFP.

14. What do you see as the key risks to SANDAG and you for your concepts? What can SANDAG do to help mitigate these risks?

15. SANDAG is considering the feasibility of congestion pricing within a certain distance of SDIA similar to what has been done in London, England and Stockholm, Sweden. The pricing would generate a revenue stream that could contribute toward financing some aspect of the capital project.
development and any operations expenses associated with any development concepts that may ultimately be pursued. What are your ideas on implementing congestion or cordon pricing into your Development Concept(s)? Would you consider it a beneficial aspect of the development or a negative factor?

III. WHAT SANDAG IS OFFERING

This RFI is an opportunity to ensure respondents’ concepts are considered at the preliminary stages of planning when certain ideas are expected to gain momentum and become the basis for planning that will lead to future competitive procurements and contract awards. Experts in the fields of engineering, economics, modeling, environment, planning and law will be reviewing the concepts. Respondents’ concepts may be seen by regional leaders and may be highlighted in Subcommittee meetings and other public forums starting in April 2019. Although no compensation or commitment is available at this time, SANDAG believes this RFI provides respondents with potential exposure to an influential group of decision makers in the San Diego region.

IV. TERMS AND CONDITIONS OF RFI

A. No Commitment by SANDAG

SANDAG will not be providing compensation to respondents to this RFI. This RFI does not commit SANDAG to award a contract, to defray any costs incurred in the preparation of an EOI pursuant to this RFI and/or product demonstrations, or to procure or contract for work. A failure to fully evaluate or determine a concept is feasible for future consideration shall not constitute a valid cause for any claims against SANDAG. SANDAG may reject any EOI without providing the reason(s) underlying the declination.

SANDAG shall not, in any event, be liable to pay respondents for any of the following:

1. Any activities to support preparing an EOI;
2. The materials within an EOI submitted to SANDAG;
3. SANDAG’s use of respondents’ ideas for the SPAWAR Concept or other Development Concepts in reports or materials related to the Project;
4. Time a respondent may spend on a voluntary basis answering follow up questions from SANDAG regarding submitted Development Concepts; or
5. Any other activity for which SANDAG has not executed a written contract committing to payment of compensation.

B. Conflicts of Interest

Respondents to this RFI will not be excluded from participating in future procurements related to Project development, financing, planning, construction or implementation phases for airport connectivity projects that may be carried out by SANDAG because this RFI is focused on high-level concepts that the respondents are willing to share with SANDAG and the public without compensation. Pursuit of any of the Development Concepts will be subject to SANDAG competitive procurement requirements and applicable environmental clearances and approvals.

The only known potential conflict for respondents to this RFI would arise if a respondent to this RFI has been asked by SANDAG to assist in reviewing the EOIs for feasibility. SANDAG prohibits its employees from accepting gifts from current or potential SANDAG vendors. Respondents should read Section 7 of Board Policy No. 016 [https://www.sandag.org/organization/about/pubs/policy_016.pdf](https://www.sandag.org/organization/about/pubs/policy_016.pdf), which concerns conflicts of interest for consultants.
C. Intellectual Property and Ownership of EOIs

SANDAG understands that the intellectual property developed by a responding entity or third party and mentioned in an EOI shall remain the property of the responding entity or third party. All EOIs submitted in response to this RFI, however, will be public records and, as such, may be subject to public review. Documents protected by law from public disclosure will not be disclosed by SANDAG if clearly marked with the word “confidential” on each applicable page. Trade secrets may be marked as confidential only to the extent they meet the requirements of California Government Code Section 3426.1(d) To the extent that a respondent marks any information as either confidential or a trade secret, the respondent thereby agrees to defend and indemnify SANDAG in the event that SANDAG nondisclosure is challenged in any legal action. Only information claimed to be a trade secret at the time of submittal to SANDAG and marked as “confidential” will be treated as a trade secret. Please see SANDAG's Public Records Request Guidelines, which are available at www.sandag.org/legal, for information regarding SANDAG’s treatment of documents designated as confidential.

V. RFI PROCESS

A. Questions Concerning the RFI

All questions relating to the RFI must be received in writing via e-mail no later than February 18, 2019, 3 PM (PST), addressed to:

Janet Bessent, Associate Contracts and Procurement Analyst

E-mail: Janet.Bessent@SANDAG.org

A Web page on Planet Bids will be developed, maintained, and devoted to this RFI. It can be accessed from http://www.sandag.org/organization/rfps/registerinfo.asp

Responses to all timely questions received concerning this RFI will be posted on the Web page devoted to this RFI by February 22, 2019, 7 PM (PST).

All responses and all timely questions received concerning this RFI will be posted by the deadline above. It is the responsibility of respondents to check the Web page for questions and responses related to this RFI.

B. Process for Consideration of EOIs

Development Concepts in EOIs will be screened for feasibility by SANDAG staff and consultants. Favored Development Concepts may be shared with the Subcommittee at a public meeting and could potentially be selected for incorporation into SDIA and/or SANDAG plans, however, selection of firms or teams to finance or carry out any of the Development Concepts will be subject to future competitive procurement(s).
C. RFI Timeline

SANDAG anticipates the following schedule for this RFI and follow-up process:

- **Advertise and Issue RFI** ...........................................February 8, 2019
- **Deadline to Submit Questions on RFI** ........................February 18, 2019 at 3:00 PM (PST)
- **SANDAG Posts Answers to Questions** .......................February 22, 2019 by 7:00 PM (PST)
- **EOIs Due** ..............................................................March 4, 2019 at 3:00 PM (PST)

E. **Respondent Modification or Withdrawal of Submittals**

Any EOI received prior to the date and time specified for the receipt of EOIs may be withdrawn by written request by the respondent. To be considered, any modification to an EOI must be received prior to the date and time specified in this RFI for receipt of EOI.

F. **Amendments to RFI**

SANDAG reserves the right to amend or cancel the RFI by addendum before the final EOI submittal due date. Revisions to the RFI shall be posted on the Web page devoted to this RFI at least three full business days prior to the deadline for EOI submittal. It is the responsibility of respondents to check the Web site for any revisions related to this RFI.

G. **Additional Information**

Although under no obligation, SANDAG reserves the right to request additional information and/or clarification from any or all respondents submitting an EOI to this RFI.

VI. **SUBMISSION OF EXPRESSION OF INTEREST**

A. **Submission of Expression of Interest**

An **e-mailed** electronic copy containing responsive information including the Respondent Questionnaire as a coversheet shall be submitted in Adobe Acrobat (PDF) format. EOIs will be received until 3:00 PM (PST) on March 4, 2019 and shall be directed to Janet Bessent via E-mail: Janet.Bessent@SANDAG.org.

EOIs and/or modifications to EOIs received subsequent to the due date and time specified will not be considered.
B. Content and Format of EOs

Expressions of Interest submitted in response to this RFI shall be a maximum of up to 50 single-sided pages in length, (not including the required Respondent Questionnaire cover sheet).

EOIs shall be arranged in the following order:

- **Section 1: Respondent Questionnaire** - The Respondent Questionnaire (provided below) must be completed as a single cover page and is **not** counted against page limit.

- **Section 2: Development Concept** - Describe your Development Concept(s) and respond to questions in Section II, What SANDAG Is Seeking.

Attachments:
1. Site Map
2. Request For Interest for Revitalization of Naval Base Point Loma Old Town Complex (Navy RFI)
3. Naval Base Point Loma Old Town Complex Revitalization Presentation (Navy Presentation)
4. SANDAG Response to Navy RFI
5. Mayor Faulconer Letter of Support
SANDAG RESPONDENT QUESTIONNAIRE – SECTION 1

(RESPONDENT TO COMPLETE AND RETURN FORM AS COVER PAGE TO EXPRESSION OF INTEREST)

1. Legal name of Company: (include DBA if applicable)
   __________________________________________________________________________

2. Address:
   __________________________________________________________________________
   __________________________________________________________________________

3. Legal Status (i.e., Sole Proprietorship, Partnership, Corporation):
   __________________________________________________________________________

4. Respondent Point of Contact for SANDAG Project Manager:
   Contact Name and Title: _______________________________________________________
   Contact Email: ______________________________________________________________
   Contact Phone Number: _______________________________________________________

5. Name and high level description of Development Concept(s) in your EOI (do not exceed one paragraph):
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
REQUEST FOR INTEREST (RFI)

NAVAL BASE POINT LOMA
OLD TOWN COMPLEX (NBPL OTC)
SAN DIEGO, CALIFORNIA

SEPTEMBER 18, 2018

LINDSEY GREEN
Real Estate Contracting Officer

THIS REQUEST FOR INTEREST (RFI) INCLUDES:

- Request for Interest
- Location Profile Report  Attachment (A)
- Facility Condition Report  Attachment (B)
- Environmental Summary Report  Attachment (C)
- Site Tour and Security Information  Attachment (D)
- RFI Question Submission  Attachment (E)

RESPONSES TO BE SUBMITTED BY January 18, 2019, 4:00 PM Pacific Standard Time (PST)
REQUEST FOR INTEREST

NAVAL BASE POINT LOMA
Old Town Complex 1 and 2, San Diego, California

Naval Facilities Engineering Command Southwest

September 18, 2018

I. SUMMARY

1. DESCRIPTION. Naval Facilities Engineering Command Southwest, in support of the Department of the Navy (“DON” or “Government”), is seeking information on how an interested entity could renovate, redevelop, and/or otherwise utilize up to 70.46 acres of the Naval Base Point Loma, Old Town Complex (“NBPL OTC”) in San Diego, California while providing the DON’s space requirement for NBPL and tenant commands Space and Naval Warfare Systems Command (SPAWAR) and Space and Naval Warfare Systems Center Pacific (SSC PAC). NBPL OTC consists of the 46.82 acre Old Town Complex 1 (“OTC 1”) site and the 23.64-acre Old Town Complex 2 (“OTC 2”) site (collectively, the “NBPL OTC Sites” or the “Sites”). Responders should be interested in the potential of engaging with the DON in a ground lease with in-kind consideration under 10 U.S.C. 2667. The DON is also open to proposed solutions or project ideas other than a long-term lease, including, without limitation, an exchange of property at military installations under 10 U.S.C. 2869. The DON will offer an Industry Forum, to include a presentation and site tour at the OTC 1 site on November 5, 2018. Following the Industry Forum, interested responders will have the opportunity to submit written questions due to the Government no later than November 26, 2018, with responses from the Government due to Industry December 14, 2018. Industry responders are encouraged to complete and submit a Request for Interest (“RFI”) response in support of their proposed project renovation and/or redevelopment ideas/concepts for the subject property no later than January 18, 2019. Industry can engage the Government via the RFI and written questions. The DON intends to use the RFI responses to further evaluate its best courses of action.

2. THIS IS A REQUEST FOR INTEREST. This RFI is a market research tool issued to determine the availability and adequacy of potential business sources for the DON’s information and planning purposes. The purpose of this RFI is to gain familiarity with the current market as the DON considers the best way to provide modern facilities for the tenant commands aboard NBPL OTC and to gather information in a formal, structured, and fair manner. The DON desires to engage industry to obtain information and levels of interest to help the Government prepare a course of action that will lead to modern facilities for tenant commands. This RFI process will help in the decision making process and could help the government develop a well-conceived and informed solicitation document with clear competitive requirements if that course of action is chosen. This is not a Request for Proposal (“RFP”) or a promise to issue another solicitation type in the future. This RFI does not obligate the Government to offer the property or purchase services from any responder and the DON reserves the right to cancel this RFI at any time. Further, the DON is not at this time seeking proposals and will not accept unsolicited proposals. By participating in the RFI process, all responders agree to hold the United States of America its officers, employees, and advisors
harmless from all claims, liabilities, and costs related to all aspects of this RFI. Under no circumstances shall the United States of America be liable for any costs, real estate brokerage commissions, finder’s fees, or other forms of compensation related in any way to activities undertaken by any person as a result of or in response to the RFI; all costs incurred in responding to this RFI will be solely and exclusively at the interested party’s expense. Not responding to this RFI does not preclude participation in any future RFP, if one is issued.

II. BACKGROUND

1. HISTORY. NBPL OTC supports major tenants of NBPL, SPAWAR and SSC PAC with the functions of logistics, warehousing, supply, administrative offices and storage. OTC 1 (46.82 acres) consists of eight (8) buildings. The major buildings consist of World War II-era aircraft manufacturing hangars and associated administrative office buildings. OTC Site 1 was utilized during World War II to manufacture aircraft, and has been partially modernized to provide training facilities, administrative office space, and industrial (laboratories, shops and warehouse) space to support the current tenants. The existing space is currently underutilized, and is functionally obsolescent given the 1940’s era facilities’ design. OTC 2 (23.64 acres) consists of one (1) large building flanked by parking lots. See Attachment A, Location Profile Report. Given the wartime aircraft manufacturing history of the site, there is known environmental contamination. See Attachments B and C for Facility Condition Report and Environmental Summary Report.

2. PROJECT OBJECTIVES. The DON seeks to ascertain feasibility and industry interest in renovating, redeveloping, and/or otherwise utilizing the subject property at NBPL OTC with a specific goal of obtaining mission capable facilities for NBPL, SPAWAR and SSC PAC. One solution the DON currently envisions is engagement with a lessee via a long-term ground lease with in-kind consideration under the authority of 10 U.S.C. 2667. In-kind consideration would consist of the lessee providing or building mission ready facilities for the DON, with the intent to furnish an efficient, modern and sustainable Complex that supports various tenants’ missions, while maximizing the DON’s underutilized real property. The DON may consider a ground lease term of up to 50 years, possibly longer. The DON has concluded that, in connection with the lease and/or other grant of interest in the subject property, two potential courses of action could meet its operational objectives: a) repair and renovation of existing structures (“Rehabilitation”); or b) redevelopment of the entire site (“Redevelopment”). The DON is also open to proposed solutions or project ideas other than a long-term lease with in-kind consideration under 10 U.S.C. 2667, including, without limitation, an exchange of property at military installations under 10 U.S.C. 2869, provided that the proposed project meets the DON’s space, security and Anti-Terrorism/Force Protection (“ATFP”) requirements for NBPL and tenant commands SPAWAR and SSC PAC.

3. REQUIREMENTS. SPAWAR and SSC PAC are currently the major tenants. The Government will not guarantee occupancy, nor will it provide guarantees of any other type. Requirements are mission dependent and subject to increase/decrease accordingly.

<table>
<thead>
<tr>
<th>Space Type</th>
<th>Total</th>
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<tbody>
<tr>
<td>Admin</td>
<td>675,000 sf</td>
</tr>
<tr>
<td>Warehouse/Storage</td>
<td>275,000 sf</td>
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4. **PROJECT PREFERENCES.** The following overall preferences for the NBPL OTC Redevelopment project, in order of importance, are based on mission requirements and impacts to the commands involved.
   a. Geographic location of all commands must remain in San Diego County.
   b. SPAWAR HQ and all Program Executive Offices (PEO) must remain co-located; preferably in the same building but adjacent buildings can work.
   c. All commands prefer to remain on some portion of NBPL OTC.
      i. Centrally located to NBSD, NBC, NBPL, Miramar;
      ii. Proximity to universities (SDSU, UCSD, USD);
      iii. Access to freeways, trolley, train.
   d. While a strong preference for supported commands is to remain together, mission requirements could allow some or all of the commands to move off NBPL OTC depending on new location.
      i. 5 miles tether to NBPL OTC along Interstate 5 and Interstate 8 corridors for mission
         1. Warehouse/High-Bay/Lab/Laydown Functions
      ii. 10 miles tether to NBPL OTC along Interstate 5 and Interstate 8 corridors for retention
         1. Administrative Offices
   e. While it is preferred to have the Warehouse/High-Bay/Lab/Laydown Functions co-located with the other command elements, it is possible to geographically separate them by up to 10 miles.
   f. Increasing requirements indicate most spaces should be at an Open Secret level at a minimum.
   g. Prefer to accommodate NBPL OTC tenants with adequate secured parking.

5. **SITE LOCATION.** The subject property is located in San Diego, California, and is a special area of NBPL. It is comprised of the NBPL OTC Sites, which consist of the 46.82 acre OTC 1 site and the 23.64-acre OTC 2 site for a total of 70.46 acres.
   a. **Airports.** The Sites are approximately 2.5 miles from downtown San Diego and 3.6 miles to San Diego International Airport’s Terminal 2. The Sites are also located within a 30-mile radius of three executive level airports: McClellan-Palomar Airport located in Carlsbad, CA (30 miles), Montgomery-Gibbs Executive Airport, located in San Diego, CA (8 miles) and Gillespie Field, located in El Cajon, CA (20 miles).
   b. **City of San Diego –** The Sites are located in the City of San Diego, Midway-Pacific Community Planning Area (See 5. Community Plan).
   c. **Transportation.** The Sites are adjacent to Interstate 5, close to the intersection of Interstate 5 and Interstate 8. OTC 1 has access to, at the north end of the parcel, the Old Town Transit Center. This multi-modal station is served by heavy rail (AMTRAK and North County Transit District COASTER), light rail (MTS Sycuan Green Line Trolley serving Mission Valley to the west and downtown San Diego to the South; MTS UC San Diego Blue Line Trolley serving UCSD and University City to the north and Naval Base San Diego, National City, Chula Vista and the US-Mexico International Border to the South) and MTS bus lines.

<table>
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<tr>
<th>Lab/Shop</th>
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<tr>
<td>Laydown</td>
<td>40,000 sf</td>
</tr>
</tbody>
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6. **COMMUNITY PLAN.** The Sites are within the City of San Diego, Midway-Pacific Community Planning Area which is governed by the Midway-Pacific Community Plan. The Community Plan establishes the policy framework that will guide future development, consistent with the General Plan goals and policies. The Midway-Pacific Community Plan is currently undergoing an update. A Draft Midway-Pacific Community Plan (April 2018) is under review by the City of San Diego. The Sites are located within the Kurtz District and the Dutch Flats Urban Village. If approved, the Community Plan may affect potential redevelopment of the Sites. For more information, see: [https://www.sandiego.gov/planning/community/cpu/oldtownmidway/pchupdate](https://www.sandiego.gov/planning/community/cpu/oldtownmidway/pchupdate)

7. **ENVIRONMENTAL.** Given the wartime aircraft manufacturing history of the Sites, there is known environmental contamination. See Attachment C for Environmental Summary Report (ENV Report). This ENV Report is not meant to constitute an exhaustive and definitive listing of all environmental conditions of the Sites. The ENV Report is not meant to serve as an Environmental Condition of Property Report for any individual real estate action.

8. **FACILITY CONDITION REPORT.** Documentation regarding the known condition of NBPL OTC facilities and utility systems are contained in Attachment B. Additionally, utility capacity, building floorplans, photos and descriptions are contained therein. The DON makes no representation or guarantee to the function of such utilities or facilities.

9. **LOCATION PROFILE REPORT/OPPORTUNITIES AND CONSTRAINTS.** The Location Profile Report characterizes the general location of the Sites with regard to zoning, Community Plans, and Compatibility Use areas. See Attachment A for additional information.
III. INDUSTRY FORUM

1. PRESENTATION AND SITE TOUR. Individuals are encouraged to attend the Industry Forum on **November 5, 2018, 7:30AM – 12:00PM PST** at NBPL Old Town Complex San Diego, California. The Industry Forum will provide an opportunity for the DON and industry to meet for a presentation and site tour. The site tour will consist of several stops, allowing potential responders to view and walk portions of the NBPL OTC Sites. Reference Attachment D for site tour locations.

   Check-in is at 7:30AM in Building 3, presentation begins at 8:00AM.

   SPAWAR Old Town Complex, OTC Building 3
   4301 Pacific Highway
   San Diego, CA 92110

2. RSVP BY OCTOBER 19, 2018. Parties interested in attending the Industry Forum and site tour at NBPL OTC on **November 5, 2018**, are requested to register attendees via e-mail at NBPLOTCRvitaliz.fct@navy.mil no later than **October 19, 2018**. Responders are reminded they are required to provide the DON with a list containing the full name of each individual attending the Industry forum and site tour, as well as the number of vehicles. Additionally, bring a form of Government-issued identification on the day of the Industry Forum. Any individual who fails to adhere to these guidelines may not be permitted to attend the Industry Forum or visit the site. Responders shall comply with all DON regulations for the site tour. See Attachment D for Site Tour and Security details.

   a. All costs associated with the responder’s travel to the Industry Forum and/or site tour shall be at the responder’s sole expense and shall not be reimbursed by the DON.

3. QUESTIONS FROM INDUSTRY. Due to the amount of information to be presented, the Government will only respond to written questions, submitted by a certain date, following the Industry Forum. Interested parties may submit questions to the DON in written form following the Industry Forum no later than **November 26, 2018**. The DON will not entertain questions during the Industry Forum presentation or site tour. Questions shall be submitted via the format further described in Attachment E, RFI Question Submission. The DON retains the right to respond to all, a portion of or provide no response to Industry Questions. The DON will review and post responses to Industry questions via FEDBIZOPS no later than **December 14, 2018**. All Industry questions submitted to the DON become the property of the Government, and shall further support this market research effort.

IV. RFI RESPONSE CONTENT

1. REQUIREMENT. The DON requests RFI responses addressing a long-term lease under 10 U.S.C. 2667 with potential Rehabilitation and/or Redevelopment options which reflect DON objectives and identify the responder’s requirements. The DON is also open to proposed solutions or project ideas other than a long-term lease, including, without limitation, an exchange of property at military installations under 10 U.S.C. 2869. Potential solutions must (a) provide mission capable facilities including logistics, warehousing, supply and storage to
meet NBPL, SPAWAR and SSC PAC requirements in an uninterrupted fashion, and (b) meet DON security and ATFP requirements.
   a. If executed under 10 U.S.C. 2869, the exchange site(s) must satisfy DON requirements for workforce commute times and access to local transit, an approximate 10-mile radius from existing Sites.

2. **QUESTIONS.** In providing the RFI response described below, responders are requested to address the following questions within their respective RFI responses. The answers to these questions may be used to further evaluate DON requirements. Not providing an RFI response will not preclude future RFP participation.
   a. Please describe your organization’s qualifications to provide a concept in response to this plan.
   b. In general, do you see an opportunity to rehabilitate, renovate, redevelop, or otherwise utilize any or all of the 70.46 acre NBPL OTC site while providing mission capable facilities for NBPL?
   c. If you do not believe there is an opportunity, please describe the reasons you feel that way, also describing any additional information you would need to realize an opportunity.
   d. If you believe there is an opportunity, please provide the following.
      i. A description of the nature and purpose of the proposed use, to include a scope of facilities and operation.
      ii. Describe your envisioned strategy to finance, develop and manage the property while accommodating DON facility requirements.
      iii. Do you envision leasing all of OTC 1 and OTC 2? If not, please explain.
      iv. Should the Navy need to retain a portion of the proposed site for exclusive and/or non-exclusive use, what is your vision for Redevelopment and/or colocation?
      v. Do you currently envision that DON facility requirements would be met through new construction, or does Rehabilitation appear more likely at this point?
      vi. Government leaseback of the required space is not envisioned due to budgetary constraints and scoring implications. In general, does the potential value of the available assets appear to be in line with accommodating DON facility requirements?
      vii. City of San Diego Midway Pacific Community Plan indicates that any redevelopment of the Navy sites should be coordinated with the City to be compatible with the 2018 Community Plan. Are you willing to work with the City to achieve that goal? Please note how your plan conforms to the 2018 Community Plan and how it differs from the 2018 Community Plan. Do you foresee any major areas of incompatibility between your vision for the area and the 2018 Community Plan?
      viii. Do you anticipate the need for major infrastructure improvements (road alignments, major utility upgrades, etc.)?
      ix. Do you foresee things like security requirements, secured parking, and Anti-Terrorism Force Protection (ATFP) requirements, as potential issues? Please explain.

b) Please describe project feasibility under a ground lease with a 50-year lease term. If a longer term is required, please indicate the term and explain the rationale.
c) Please explain your vision for financing the project as well as the ability to do so under a 50-year ground lease or longer if feasible. Does the project appear to require public financing (city, state, tax credits, etc.)?
d) What are the key risks, considerations and concerns you might have with regard to this potential transaction?
e) Provide any specific suggestions and refinements to the transaction structure and/or allocation of risk, rights and responsibilities that you believe would result in best value for the Government.
f) If there are other legislative authorities that would be required/desired to implement or improve the project, please explain, or if a responder has an alternate concept to a lease, please describe.
g) Please describe project feasibility under an exchange of property at military installations under 10 U.S.C. 2869?

V. RFI RESPONSE SUBMISSION

1. RFI RESPONSE DUE NO LATER THAN JANUARY 18, 2019. Responders are invited to prepare an RFI response in written format due no later than 4:00 PM PST on January 18, 2019. All costs associated with any RFI response shall be at the responder’s sole expense and shall not be reimbursed by the DON. Please be advised that all submissions become Government property and will not be returned. Responses will not be accepted via e-mail. The DON will not accept flash drives or other external memory devices. Responders may mail printed RFI responses to:

Department of the Navy
Naval Facilities Engineering Command Southwest
Attn: Asset Management 1/Real Estate
1220 Pacific Highway
San Diego, CA 92132-6186

Please send a minimum of four (4) printed copies.

2. PROPRIETARY INFORMATION. Proprietary information included in the RFI response, MUST BE CLEARLY MARKED. To aid the Government, please segregate proprietary information. All RFI responses will be considered Business Sensitive.

3. RFI RESPONSE FORMAT (PART 1). Part 1 of the RFI response shall provide the responder’s administrative information:

- Name of company
- Name of designated point of contact
- Mailing address
- Overnight delivery address (if different from mailing address)
- Phone number
- Fax number
- E-mail of designated point of contact
4. RFI RESPONSE FORMAT (PART 2). Part 2 of the RFI response shall address the content set out in the above Section IV – RFI RESPONSE CONTENT and include the responder’s plans or alternative proposed project ideas.

VI. RFI STATEMENT OF LIMITATIONS

1. LIMITATIONS. The Government represents that this RFI, submissions from responders to this RFI and any relationship between the Government and responders arising from or connected or related to this RFI, are subject to the specific limitations and representations expressed below, as well as the terms and conditions contained elsewhere in this RFI. By submitting a response to this RFI and without the need for any further documentation, the responders acknowledge and agree to the Government’s rights and all other terms and conditions as set forth in the RFI, including the Statement of Limitations.

2. DEEMED ACCURATE. To the best of the Government’s knowledge, the information provided herein is accurate. However, the Government makes no representations or warranties whatsoever with respect to this RFI or the subject property, including, without limitation, representations and warranties as to the accuracy of any information or assumptions contained in this RFI or otherwise furnished to responders by the Government, site and environmental conditions on the subject property or the suitability of the subject property, or any portion thereof, for any specific uses or development. Responders should undertake appropriate investigation in preparation of submitting a response. The Industry Forum site tour will be coordinated to give all responders the opportunity to examine existing conditions prior to responding to the RFI.

3. DISCUSSIONS. The Government may seek clarifications with any or all of the responders on an individual or group basis. Submission of a response does not guarantee the opportunity to participate in discussions. All questions and answers submitted via this RFI process will be posted to FEDBIZOPS.

VII. RFI POINTS OF CONTACT

The DON points of contact for this RFI are:

- Garth Nagel  
  Project Manager  
  garth.nagel@navy.mil  
  619-532-3511

- Tanya Spenst  
  Realty Specialist  
  tanya.spenst1@navy.mil  
  619-532-2464

- Ron Kelley  
  Public Private Venture  
  ronald.a.kelley@navy.mil  
  619-532-2031

VIII. RFI ATTACHMENTS

A. Location Profile Report  
B. Facility Condition Report  
C. Environmental Summary Report  
D. Site Tour and Security Information  
E. RFI Question Submission
Executive Summary

The United States Navy:

**Owns 70.5 acres**
- 2 miles from Downtown San Diego
- 1 mile from the Airport
- Next to I-5, I-8 and Pacific Hwy
- Next to Public Transit Station

**Needs Modern Facilities**
- 675k sf Admin Space
- 590k sf Production Floor/Lab
- 275k sf Warehouse
- 360k sf Open Staging Area

**Is considering:**
Public Private Partnership to include Long-Term Lease or Land Swap
• Military is largest economic cluster in San Diego, twice the size of tourism.

• $25 Billion in direct spending related to defense.

• 1 in 5 jobs in SD County created by the military sector.

• 22% of SD County’s total gross regional product.
Key Part of Midway-Pacific Highway Community Plan

OTC Provides an anchor for other development in the area.
Naval Base Point Loma Old Town Campus 70.5 Ac

Come Take A Tour
Building Footprints

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<th>Location</th>
<th>Area (sf)</th>
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<td>Total</td>
<td>1,217,710</td>
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</table>

Site 1 (48.7 ac) + Site 2 (21.8 ac) = 70.5 ac
Request for Interest
Posted to FEDBIZOPS - Sept 14

The United States Navy:

**Owns 70.5 acres**
- 2 miles from Downtown San Diego
- 1 mile from the Airport
- Next to I-5, I-8 and Pacific Hwy
- Next to Public Transit Station

**Needs Modern Facilities**
- 675k sf Admin Space
- 590k sf Production Floor/Lab
- 275k sf Warehouse
- 360k sf Open Staging Area

**What’s on the table?... everything:**
- Long-term Lease
- Land Swap
- Renovate existing footprint
- Provide facilities in another part of San Diego

---

**Notional Timeline**

- **Phase I** – Jul-Dec 2017 - Internal Analysis
  - Requirements Identification
- **Phase II** – September 2018 – Request for Interest
  - Nov 05, 2018 - Industry Forum
  - Nov 26, 2018 – Questions Due
  - Dec 14, 2018 – DON’s Responses Posted
  - Jan 18, 2019 – RFI Responses Due
- **Phase III** – TBD – Issue RFP / RFQ
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**Manchester Pacific Gateway**

- **12 acres** =
- **10 Ac Commercial 99yr Lease**
- **2 Ac Navy Base**
- **Navy HQ 17-Story 375K SF Office Space**

**Before**

![Before Image]

**After**

![After Image]
SPAWAR CONTRACTS BY STATE
$5.2 BILLION Contracted to Industry FY17 (73%)

- **Foreign Countries**
  - France $37
  - Japan $15
  - Bahrain $8
  - Italy $8
  - Saudi Arabia $8
  - Afghanistan $7
  - United Kingdom $3
  - Others $14

**SPAWAR in San Diego**

- **Workforce**
  - 5,000+ Federal Employees... 94% civilian
  - Wages / Benefits: $558m / $182 million
  - Half of all cybersecurity jobs in SD (3,400 of 7k)
  - More than 160 Phds & 1,200 Masters

- **Acquisition**
  - Contracts in California: $1.4 billion
  - Contracts in San Diego: $1.1 billion
  - Contracts to SD small businesses: $474 million

- **Location**
  - Proximity to Fleet, labs, training ranges
  - Robust high tech industry
  - World class universities
  - Extensive cybersecurity talent pool
The Requirement

SPAWAR Needs facilities that are:
- Secure
- Safe
- Modern

WWII aircraft manufacturing plant not conducive to SPAWAR’s requirements

Universal Support
Military and Civilian Chains of Command

- SECNAV
- CNO
- ASN
- Under Secretary of the Navy
- Chief of Naval Operations
- Space and Naval Warfare Systems Command

- Navy Installations Command
- Navy Region Southwest
- Naval Base Point Loma

- NAVFAC Pacific
- NAVFAC Southwest
- CAPT Mark Edelson
- CAPT Brien Dickson

- Deputy Assistant Secretary of the Navy (Installations and Facilities)
- Phyllis Bayer

- Naval Facilities Engineering Command
- RADM John Korka
- RADM John J. Adams
- RADM Yancy Lindsey

- ASN (Energy Installations & Environment)
- Phyllis Bayer

- Deputy Assistant Secretary of the Navy (Installations and Facilities)
- James Balocki

- Secretary of the Navy
- Richard Spencer

- Under Secretary of the Navy
- Thomas Modly

- Chief of Naval Operations
- John M. Richardson

- Space and Naval Warfare Systems Command
- RADM Christian Becker

- NAVFAC Pacific
- RDML John J. Adams

- Navy Region Southwest
- RDML Yancy Lindsey

- CAPT Mark Edelson
- CAPT Brien Dickson

- NAS E & E

- Deputy Assistant Secretary of the Navy (Installations and Facilities)
- James Balocki
Vision

- Nation’s premier center for cyber and information warfare
- State-of-the-art facility to meet growing mission
- Best place to work
World Class Mission:
- Deliver and sustain Information Warfare capabilities so our nation can deter, compete and win

World Class Talent:
- Attract and retain high-tech workforce
- Effectively engage with high-tech industry

Need - World Class Facilities:
- Modern, safe, secure facilities suitable to high tech mission and required talent

"...for our Navy to achieve the objectives of the National Defense Strategy, we've got to embrace every avenue to gain a competitive advantage... from the sea floor to space and in the information domain."  - Chief of Naval Operations

Let’s Dig Some Dirt!!!
Naval Base Point Loma Old Town Campus

Navy Request for Interest
Posted to:
Federal Business Opportunities
https://www.fbo.gov
Solicitation: N6247318RP211

For more information & today’s brief:
https://go.usa.gov/xPRhk

Gregory.Geisen@Navy.Mil
619-806-8174 mb
January 18, 2019

Department of the Navy
Naval Facilities Engineering Command Southwest
Attn: Asset Management 1/Real Estate
1220 Pacific Highway
San Diego, CA 92132-6186

To Whom It May Concern:

Subject: Department of Navy Request for Interest on Revitalization Potential of Naval Base Point Loma Old Town Complex (SPAWAR Campus)

The San Diego Association of Governments (SANDAG) is pleased to submit a response to the Department of Navy's (Navy) Request for Interest (RFI) for the revitalization of the SPAWAR Campus. SANDAG is a local governmental agency that serves as the forum for regional decision-making. The Board of Directors consists of elected officials from the 18 cities and county government within the San Diego region, as well as advisory members from the U.S. Department of Defense, California Department of Transportation, San Diego Unified Port District, and others. In addition, SANDAG plans, engineers, and builds public transportation infrastructure.

SANDAG has a long history of partnering with the Navy on regional quality of life issues defined in a Memorandum of Agreement (MOA) first executed in 1980. The most recent version of the MOA, executed in 2017, which is enclosed in this submittal package, demonstrates SANDAG's long-standing commitment to work with our military partners.

SANDAG and the Navy have discussed the exciting possibilities related to the Navy's current RFI for revitalizing the SPAWAR Campus. We believe that working together we could provide state-of-the-art Navy facilities and address a number of regional issues including improving airport connectivity, increasing affordable housing, and expanding economic opportunities for the region.

Improving connectivity between the San Diego International Airport and the region's transportation systems has been one of the region's most vexing transportation challenges. The current planning efforts undertaken by the San Diego County Regional Airport Authority to rebuild and expand San Diego International Airport's Terminal 1, coupled with the Navy's RFI, presents a once-in-a-lifetime opportunity to provide innovation solutions aimed at supporting both the Navy's mission and the region's goals.
On December 21, 2018, the Board of Directors allocated $1 million to support efforts to identify airport connectivity solutions. This process will be overseen by an inter-agency subcommittee including representatives from SANDAG, U.S. Department of Defense, City of San Diego, San Diego County Regional Airport Authority, San Diego Unified Port District, San Diego Metropolitan Transit System, North County Transit District, California Department of Transportation, and County of San Diego.

SANDAG is currently assembling teams aimed at addressing planning, engineering, intelligent transportation systems, modeling, real estate, environment, communications, law, economics, and finance to provide innovative solutions for consideration by regional decision-makers.

SANDAG is exploring the concept of a potential San Diego Grand Central Station as part of the Navy’s SPAWAR Campus revitalization. The potential San Diego Grand Central would serve as the region’s premier transportation hub with San Diego Trolley, Coaster Commuter Train, interregional Amtrak Pacific Surfliner, Bus Rapid Transit, local bus, and other transportation services including direct connections to the San Diego International Airport’s Terminal 1, Terminal 2, and Rental Car Center.

We also believe that the option of combining a potential San Diego Grand Central Station with the SPAWAR Campus revitalization effort would greatly improve the redevelopment potential of the site. There would be a much higher demand for supporting land uses in the vicinity such as affordable housing, market rate housing, office, hotel, retail, and entertainment uses. Connecting vibrant land uses to transit services will also help in meeting the region’s greenhouse gas reduction goals.

Enclosed in our response is a presentation given to the SANDAG Airport Connectivity Subcommittee on January 3, 2019, providing additional background and visual examples of possible connectivity solutions. Also enclosed is a response to questions asked in the Navy’s RFI. We look forward to working with the Navy on this visionary effort to improve military facilities that are critical to the Navy’s mission and to provide transportation and vibrant land use solutions that will enhance and sustain the San Diego regional economy.

Sincerely,

[Signature]

HASAN IKHRATA
Executive Director

HIK/RCH/ais

Enclosures: 1. Response to Request for Interest Questions  
3. Airport Connectivity Subcommittee Presentation – January 3, 2019
San Diego Association of Governments (SANDAG) response to 
Naval Facilities Engineering Command, Southwest Request for Information (RFI) on 
Naval Base Point Loma, Old Town Complex (SPAWAR Campus) Revitalization 
January 18, 2019

Part 1

Name of Agency: San Diego Association of Governments (SANDAG)

Point of Contact: Richard Chavez, P.E.  
Principal Project Manager  
SANDAG  
401 B Street, Suite 800  
San Diego, CA 92101  
(619) 699-6989  
rch@sandag.org  
www.sandag.org

Part 2

a. Please describe your organization’s qualifications to provide a concept in response to this plan.

SANDAG is a local governmental agency responsible for planning, engineering, and building public transportation infrastructure. SANDAG has experience acquiring lands for public projects and developing public-private partnerships for transportation facilities and supportive land uses. SANDAG allocates local, state, and federal funding for transportation facilities. SANDAG is recognized in state and federal law and by the California and Federal Departments of Transportation as a grantee and decision-making agency for transportation infrastructure in the San Diego region.

b. In general, do you see an opportunity to rehabilitate, renovate, redevelop, or otherwise utilize any or all of the 70.46 acre NBPL OTC site while providing mission capable facilities for NBPL?

Yes. SANDAG also sees potential opportunities to better utilize the approximately three acre Navy property north of Taylor Street.

c. If you do not believe there is an opportunity, please describe the reasons you feel that way, also describing any additional information you would need to realize an opportunity.

SANDAG believes the Navy’s revitalization efforts present tremendous opportunity for development of a transportation, housing, employment, and retail hub for the San Diego region.
d. If you believe there is an opportunity, please provide the following.

i. A description of the nature and purpose of the proposed use, to include a scope of facilities and operation.

SANDAG would like to investigate the possibility of acquiring lands adjacent to Navy property to create a larger, more cohesive development site approaching and exceeding 100 acres in order to construct Navy mission-capable facilities, a proposed San Diego Grand Central Station, and supporting development including affordable housing, market rate housing, office, hotel, retail, and entertainment uses. The potential San Diego Grand Central Station could serve as the region’s premier transportation hub with the San Diego Trolley, Coaster Commuter Train, interregional Amtrak Pacific Surfliner, Bus Rapid Transit, local bus, and other transportation services, including direct connections to the San Diego International Airport’s Terminal 1, Terminal 2, and Rental Car Center.

ii. Describe your envisioned strategy to finance, develop and manage the property while accommodating DON facility requirements.

SANDAG envisions issuing a joint RFQ/RFP with the Navy to seek qualifications and proposals from the private development community for the design, construction, and financing of a revitalized SPAWAR Campus, the potential San Diego Grand Central Station, and supporting land uses. SANDAG and its team of planning, engineering, intelligent transportation systems, transportation modeling, real estate, environment, communications, law, economics and finance professionals would work with the Navy to further develop this strategy.

iii. Do you envision leasing all of OTC 1 and OTC 2? If not, please explain.

No, SANDAG does not envision leasing all OTC 1 or OTC 2. SANDAG does, however, envision the possibility of an easement on part of OTC 1 for the construction, operations, and maintenance of the potential San Diego Grand Central Station. SANDAG also envisions the possibility of land exchanges and the possible relocation of SANDAG and other governmental offices to the development site.

iv. Should the Navy need to retain a portion of the proposed site for exclusive and/or non-exclusive use, what is your vision for Redevelopment and/or colocation?

SANDAG believes, with site consolidation, expansion and the inclusion of the potential San Diego Grand Central Station, there would be the opportunity for the Navy to retain a desirable portion of the site for exclusive use. There also would be the opportunity to surround a revitalized SPAWAR Campus and the potential San Diego Grand Central Station with supporting land uses.

v. Do you currently envision that DON facility requirements would be met through new construction, or does Rehabilitation appear more likely at this point?

SANDAG envisions new construction.
vi. Government leaseback of the required space is not envisioned due to budgetary constraints and scoring implications. In general, does the potential value of the available assets appear to be in line with accommodating DON facility requirements?

Yes, especially with the proposed site consolidation and expansion. SANDAG would work with the Navy to conduct financial proforma analyses on possible development scenarios to assess financial feasibility. This work would help to establish realistic expectations for the potential of revitalized Navy facilities and the potential San Diego Grand Central Station.

vii. City of San Diego Midway Pacific Community Plan indicates that any redevelopment of the Navy sites should be coordinated with the City to be compatible with the 2018 Community Plan. Are you willing to work with the City to achieve that goal? Please note how your plan conforms to the 2018 Community Plan and how it differs from the 2018 Community Plan. Do you foresee any major areas of incompatibility between your vision for the area and the 2018 Community Plan?

SANDAG would partner with the City of San Diego to realize a vibrant and efficient revitalization of the Midway-Pacific Highway Community. The 2018 Midway-Pacific Highway Community Plan would need to be updated to accommodate the vision outlined above. SANDAG has a long history of working cooperatively with the City of San Diego on planning and development of regional projects. Mayor Kevin Faulconer and several city council members sit on the SANDAG Board of Directors and the staff of SANDAG and the City of San Diego have experience working cooperatively on complex projects. SANDAG is committed to working with the City of San Diego, the Navy, and the Midway-Pacific Highway Community on this plan update. SANDAG believes the plan update will accomplish a number of city and regional goals including increased opportunities for affordable housing, improved connections to transit, and decreased greenhouse gas emissions.

viii. Do you anticipate the need for major infrastructure improvements (road alignments, major utility upgrades, etc.)?

Yes. SANDAG would work with its infrastructure partners (San Diego Metropolitan Transit System, North County Transit District, California Department of Transportation, Amtrak, San Diego Unified Port District, San Diego County Regional Airport Authority, City of San Diego, County of San Diego, San Diego Gas & Electric, etc.) to develop a plan for major infrastructure improvements.

ix. Do you foresee things like security requirements, secured parking, and Anti-Terrorism Force Protection (ATFP) requirements, as potential issues? Please explain.
These requirements would affect the financial proforma for development of the site. Consolidation and expansion of the site, however, would increase the financial feasibility of the site and increase the likelihood of realizing advanced security systems for the SPAWAR Campus through the RFQ/RFP process.

b) Please describe project feasibility under a ground lease with a 50-year lease term. If a longer term is required, please indicate the term and explain the rationale.

Increasing the ground lease term to 65- or 99-years would improve the financial proforma and feasibility of the revitalization effort for the site.

c) Please explain your vision for financing the project as well as the ability to do so under a 50-year ground lease or longer if feasible. Does the project appear to require public financing (city, state, tax credits, etc.)?

SANDAG allocates funding for transportation infrastructure and would investigate opportunities for public financing. Transportation features of the revitalization effort will likely make the project eligible for transportation funds administered by SANDAG. Other SANDAG partners, including the San Diego County Regional Airport Authority, the San Diego Unified Port District, City of San Diego, and California Department of Transportation would also likely be able to allocate a fair-share contribution to the infrastructure improvements. SANDAG would work with its partners on a fair-share contribution agreement for needed infrastructure improvements. In addition, consolidation and expansion of the site will increase private investment opportunities.

d) What are the key risks, considerations and concerns you might have with regard to this potential transaction?

There is concern that SANDAG could spend much time and effort pursuing the possibility of a San Diego Grand Central Station and supporting land use as part of the SPAWAR Campus revitalization without results. However, to mitigate this concern, there is an upcoming deadline that can be used as a key decision-point. The San Diego County Regional Airport Authority has a schedule for redevelopment of San Diego International Airport Terminal 1 that is critical to meet. SANDAG is leading the effort to identify the accompanying airport connectivity improvements. These improvements must be identified by June 2019 to maintain the Terminal 1 redevelopment schedule. SANDAG also understands the Navy’s desire to revitalize the SPAWAR Campus as soon as possible. SANDAG proposes to work closely with the Navy on combining the possible SANDAG Diego Grand Central Station with the revitalization of the SPAWAR Campus through June 2019 at which time key decision-makers for both the Navy and SANDAG will decide whether or not to proceed further.

e) Provide any specific suggestions and refinements to the transaction structure and/or allocation of risk, rights and responsibilities that you believe would result in best value for the Government.
SANDAG is committed to working on a development agreement with the Navy to allocate risk, rights and responsibilities for creating a revitalized SPAWAR Campus, the potential San Diego Grand Central Station, and supporting land uses. The basis for a development agreement could take many forms. One potential example could be a simple allocation of economic benefit based on areas of ownership. For example, in simplistic terms for purposes of demonstration only, if SANDAG were to acquire 30 acres of land adjacent to Navy lands and the Navy was willing to commit 70 acres if its lands, a joint RFQ/RFP could be issued to seek a private sector developer. Then, the agreement with the private sector developer could call for the portion of the economic benefit allocated by the developer to the government partners such that the Navy would receive 70 percent for use in developing the Navy facilities and 30 percent for use by SANDAG in developing the potential San Diego Grand Central Station.

f) If there are other legislative authorities that would be required/desired to implement or improve the project, please explain, or if a responder has an alternate concept to a lease, please describe.

SANDAG has existing authority to plan, engineer and construct transit oriented development and transportation infrastructure. It also has agreements in place with various state and federal government agencies that allow it to streamline permit approvals and serve as a grantee of potential project funds. SANDAG does not foresee a requirement for additional legislative authority, however, there could be opportunities for streamlining environmental approvals with additional legislation. SANDAG has extensive experience working with local, state, and federal legislative authorities that would have jurisdictional responsibilities for the approvals needed to implement a revitalized SPAWAR Campus, the potential San Diego Grand Central Station, and supporting land uses. SANDAG is committed to working with these authorities and the Navy towards what SANDAG believes will be a common goal of enhancing this revitalization effort for the benefit of the Navy and the region.

g) Please describe project feasibility under an exchange of property at military installations under 10 U.S.C. 2869?

SANDAG wishes to explore opportunities with the Navy to exchange Navy lands for the purpose of consolidating and expanding the site for increased development potential. For example, SANDAG would like to investigate the possibility of moving the Old Town Transit Center to the middle of OTC 1 and expanding it for use as the potential San Diego Grand Central Station. An easement or property transfer would be needed from the Navy to construct, operate and maintain the station. In addition, much of the current Old Town Transit Center is on State Parks land under an easement. SANDAG would like to investigate the possibility of exchanging State Parks lands for Navy property north of Taylor Street for Navy site expansion and consolidation purposes. There also may be opportunities to exchange other Navy lands for consolidation and expansion purposes.
SAN DIEGO ASSOCIATION OF GOVERNMENTS (SANDAG)
401 B. STREET, SUITE 800
SAN DIEGO, CA, 92101

COMMANDER, NAVY REGION SOUTHWEST
937 N. HARBOR DRIVE
SAN DIEGO, CA 92132

COMMANDING GENERAL,
MARINE CORPS INSTALLATIONS WEST
MARINE CORPS BASE, CAMP PENDLETON
MCIWEST-MCB CAMPEN G-7 GEA/REC
PO BOX 555010
CAMP PENDLETON, CA 92055

COMMANDING GENERAL,
MARINE CORPS RECRUIT DEPOT/WESTERN RECRUITING REGION
1600 HENDERSON AVENUE, SUITE 238
SAN DIEGO, CA 92140

COMMANDER
UNITED STATES COAST GUARD SECTOR SAN DIEGO
2170 N HARBOR DRIVE
SAN DIEGO, CA 92101

MEMORANDUM OF AGREEMENT (MOA)
BETWEEN
SAN DIEGO ASSOCIATION OF GOVERNMENTS (SANDAG)
AND
THE ARMED FORCES:

COMMANDER, NAVY REGION SOUTHWEST (CNRSW)
AND
MARINE CORPS INSTALLATION WEST-MARINE CORPS BASE, CAMP
PENDLETON (MCIWEST-MCB CAMPEN)
AND
MARINE CORPS RECRUIT DEPOT/WESTERN RECRUITING REGION
(MCRD/WRR)
AND
COMMANDER, UNITED STATES COAST GUARD SECTOR SAN DIEGO (USCG SD)

CNRSW
SSIC 5760
N00242-20161209-X02-MOA
Subj: MOA to Define Roles and Responsibilities Between SANDAG and the Armed Forces to Facilitate Collaboration in Areas of Mutual Interest

Ref: (a) SANDAG and DoD MOA of June 1986
    (b) 2013 SD Regional Military Working Group Charter
    (c) 10 USC§101(a)(4)

1. Purpose. This MOA defines roles and responsibilities between SANDAG and the “Armed Forces,” as identified above, and facilitates collaboration in areas of mutual interest, including growth management, habitat, transportation, regional growth, housing, water, energy, and other topics that can help facilitate the parties’ missions.

2. Background. SANDAG and the Armed Forces have maintained a collaborative relationship for decades relying on an MOA first executed in 1980 and updated in 1986. See Ref (a). In 2013, in light of continued growth in the County of San Diego, SANDAG formed the San Diego Regional Military Working Group (MWG), which meets regularly to address issues of mutual interest. See Ref (b).

3. Scope. This MOA replaces the 1986 MOA to reflect MWG work and updates the military ex-officio liaison membership on the SANDAG Board of Directors. SANDAG and the Armed Services will coordinate via this MOA. “Armed Forces,” for the purposes of this MOA include the US Navy, US Marine Corps and US Coast Guard within the County of San Diego. See Ref (c).

4. Responsibilities

4.1. SANDAG will support the MWG consistent with the MWG charter, Ref (b) as follows:

   4.1.1 Review current activities and plans being implemented by the various Armed Forces within the County of San Diego.

   4.1.2. Coordinate programs, address issues of concern, and determine the best ways in which SANDAG can support effective operations of the military.

   4.1.3. Assist with the associated outreach to the military community on issues of regional significance, including development of the regional growth forecast and the Regional Plan.

4.2. CNRSW will:

   4.2.1. Represent the Armed Forces as a Department of Defense liaison to SANDAG.

   4.2.2. Designate primary and alternate liaisons to SANDAG, in writing, and advise the SANDAG Clerk of the Board, in writing, of any changes.

   4.2.3. Support the MWG consistent with its charter, Ref (b).
Subject: MOA to Define Roles and Responsibilities Between SANDAG and the Armed Forces to Facilitate Collaboration in Areas of Mutual Interest

4.2.4. Support relevant SANDAG policy advisory committees.

4.3. The Commanding General, MCIWEST-MCB CAMPEN will:
   4.3.1. Support the MWG consistent with its charter.
   4.3.2. Support relevant SANDAG policy advisory committees.

4.4. The Commanding General, MCRD/MRR will:
   4.4.1. Support the MWG consistent with its charter.
   4.4.2. Support relevant SANDAG policy advisory committees.

4.5. The Sector Commander, USCG SD will:
   4.5.1. Support the MWG consistent with its charter.
   4.5.2. Support relevant SANDAG policy advisory committees.

5. Points of Contact (POC). The Commander CNRSW POC is Executive Director, 619-532-2925, 937 N. Harbor Drive, SD, CA 92132. The SANDAG POC is Executive Director, 619-699-1990, 401 B Street, Suite 800, San Diego, CA 92101.

6. Other Provisions. Any obligation of funds by the Armed Forces is subject to the availability of funds. Nothing in this MOA shall be construed to obligate the United States or the Armed Forces to any expenditure of funds in advance of any congressional appropriation.

7. Changes. Changes/amendments to this MOA shall be made by mutual written consent of the signatories, and will be recorded and published as addenda to this MOA.

8. Termination/Expiration. This MOA supersedes reference (a). Any signatory may withdraw from this MOA after giving at least 60 days written notice to the other signatories. This MOA may also be terminated at any time upon the mutual written consent of all signatories. Unless otherwise terminated, this MOA will remain in effect for six years after its effective date and will be reviewed triennially by the MWG.

9. Effective Date. This MOA will become effective on the date of the last signature.

The Honorable Ron Roberts  
Chair of the Board  
SANDAG

Rear Admiral Yancy Lindsey  
Commander  
NRSW
Subj: MOA to Define Roles and Responsibilities Between SANDAG and the Armed Forces to Facilitate Collaboration in Areas of Mutual Interest

K. J. KILLEA
Brigadier General, U.S. Marine Corps
Commanding General
MCIWEST-MCB CAMPEN
Date:

W. M. JURNEY
Brigadier General, U.S. Marine Corps
Commanding General
MCRD/WRR
Date: 27 JUN 2017

JOSEPH BUZZELLA
CAPT, U.S. Coast Guard
Commander
USCG SD
Date:

N. MALLARI
Comptroller
Navy Region Southwest
Date:
Airport Connectivity Subcommittee

January 3, 2019
Welcome and Introductions
Membership and Charter

• What does success look like?
Staff Working Group Update

• Planning
• Legal
Previous Studies, 2008-2018

- North Harbor Drive Multimodal Study (Port)
- Downtown to Airport Skyway Feasibility Study (SANDAG)
- Harbor Drive Mobility Study (Airport)
- Midway-Pacific Highway and Old Town Communities Mobility Report (City)
- Uptown Community Plan (City)
- Downtown San Diego Mobility Plan (City)
- San Diego International Airport Transit Plan (Airport)
- San Diego Airport Multimodal Accessibility Plan (AMAP)
- Airport ITC Study: Phase 1 Final Report (SANDAG)
- Destination Lindbergh (Airport)
New Possibilities

• SANDAG role
• Airport connectivity solutions
• Complementary work through collaboration
• Move forward with Terminal 1 development
• Convergence of projects and timelines
  • Regional Plan
  • Port Master Plan
  • Airport Development Plan
Opportunities

• City of San Diego Midway Community Plan Update
• SPAWAR redevelopment
• Federal Opportunity Zone
• California Redevelopment 2.0
• CEQA streamlining legislation
• Port of San Diego office/north side parking lot
• New housing and jobs
Today

- Existing conditions
- Lack of ground transit access to terminal
- Requires a regional solution
Opportunities
Intermodal Transportation Center
SPAWAR Redevelopment

Old Town Transit Center

Potential Grand Central

SPAWAR
Freeway Operation Improvements

Connector ramp locations studied

Operational Improvements

Enhanced Access
I-5 Connector Ramps
(South of Washington St.)

• Direct access to Pacific Highway
• Bypasses at-grade intersections at Washington and Sassafras streets
I-5 Connector Ramps  
(North of Washington St.)

• Direct access to Pacific Highway
• Bypasses at-grade intersections at Washington and Sassafras streets
Possibilities: Europe
Possibilities: Birmingham
Possibilities: Oslo, Norway
Possibilities: Zurich
Possibilities: Los Angeles
Possibilities: Anaheim
Possibilities: San Francisco
Possibilities: Fort Wayne
Possibilities: Washington, DC
Possibilities: Asia
Possibilities: Singapore
Possibilities: Changi Airport
Possibilities: Hong Kong
Possibilities: Southern China
Possibilities: Abu Dhabi
Possibilities: Guideways
Upcoming Meetings

• SANDAG Board Policy meeting
  • January 11 at 10 a.m.

• Mayor’s Airport Transit Summit
  • January 17 from 1-2 p.m.

• SANDAG Board Business meeting
  • January 25 at 9 a.m.

• Airport Connectivity Subcommittee meeting
  • February 5 from 2-4 p.m.
January 18, 2019

Garth Nagel, Community Planner/Project Manager
Department of the Navy
Naval Facilities Engineering Command Southwest
Attn: Asset Management 1/Real Estate
1220 Pacific Highway
San Diego, CA 92132-6186

RE: Department of Navy Request For Interest (RFI) on Revitalization Potential of Naval Base Point Loma Old Town Complex

Dear Mr. Nagel,

I am pleased to send a letter of support as part of SANDAG’s response to the Navy’s Request For Information for the revitalization of Naval Base Point Loma, Old Town Complex. San Diego has been working for years to connect the San Diego International Airport to our region’s transportation system. The idea of building a centralized transportation hub and supporting land uses with direct connections to the Airport as part of the Navy’s Old Town Complex revitalization effort is very exciting. This idea has generated a level of regional collaboration that is unprecedented.

The Navy is an important partner of the City of San Diego and a major contributor to our regional economy. The City and SANDAG would seek to meet the goal of maximizing mission readiness for the Navy and its tenants, including SPAWAR. The current site facilitates critical defense activities and supports over 5,000 local jobs which benefit the entire region. The Old Town Complex is part of the Midway-Pacific Community, a San Diego community much in need of revitalization. A comprehensive collaborative effort creates the opportunity to develop housing that is in critical need to both the City and the Navy. This effort also presents the right time to connect people to mass transit on a large scale, which will go a long way toward achieving the goals of the City’s Climate Action Plan.

The City has worked collaboratively with the Navy for many years. With SANDAG as its partner, the City is committed to working with the Navy to meet our mutual goals and benefit the surrounding community. I will personally be participating in SANDAG’s Airport Connectivity Subcommittee and am committed to pursuing the idea of a combined SPAWAR Campus, a state of the art transportation hub, and supporting commercial and residential development. I look forward to working with the Navy and SANDAG on this exciting effort.

Sincerely,

Kevin L. Faulconer
Mayor