MEETING NOTICE
AND AGENDA

MILITARY WORKING GROUP
The Military Working Group may take action on any item appearing on this agenda.

Monday, October 19, 2015
8:30 to 10 a.m.

SANDAG, Conference Room 7
401 B Street, Suite 800
San Diego, CA 92101

Staff Contact: Jane Clough
(619) 699-1909
jane.clough@sandag.org

AGENDA HIGHLIGHTS

• DRAFT PROPOSAL FOR DEVELOPING A REGIONAL MILITARY BASE ACCESS STRATEGY

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MILITARY WORKING GROUP
Monday, October 19, 2015

ITEM NO.  

1. APPROVAL OF MEETING MINUTES

The Working Group is asked to review and approve the minutes from its September 28, 2015, meeting.

2. PUBLIC COMMENTS AND COMMUNICATIONS

Members of the public shall have the opportunity to address the Military Working Group (Working Group) on any issue within the jurisdiction of SANDAG that is not on this agenda. Anyone desiring to speak shall reserve time by completing a “Request to Speak” form and giving it to the working group coordinator prior to speaking. Public speakers should notify the working group coordinator if they have a handout for distribution to working group members. Public speakers are limited to three minutes or less per person. Working group members also may provide information and announcements under this agenda item.

3. MEMBER COMMUNICATIONS

Members of the Working Group shall have the opportunity to share news and information regarding their jurisdiction or installation of interest to the group.

4. CHAIR’S REPORT (Mike Woiwode, Working Group Chair)

The Chair will report out on issues of interest to the Working Group that have been brought to the Regional Planning Committee.

REPORTS

5. FINAL SAN DIEGO FORWARD: THE REGIONAL PLAN, INCLUDING ITS SUSTAINABLE COMMUNITIES STRATEGY AND FINAL ENVIRONMENTAL IMPACT REPORT (Phil Trom)

San Diego Forward: The Regional Plan (Regional Plan) combines the big-picture vision for how our region will grow over the next 35 years with an implementation program to help make that vision a reality. The Regional Plan, including its Sustainable Communities Strategy (SCS), is built on an integrated set of public policies, strategies, and investments to maintain, manage, and improve the transportation system so that it meets the diverse needs of the San Diego region through 2050. On October 9, 2015, the Board of Directors adopted the Regional Plan and its SCS, certified the Final Environmental Impact Report (EIR), adopted the air quality conformity determination, and adopted the Final 2050 Regional Growth Forecast.
Based on the workshop discussion at our September 28 meeting staff has moved forward on developing a draft scope of work for a Regional Military Base Access Strategy study. The study would identify the regional and local vehicular, transit, bike and pedestrian access needs surrounding the region’s military bases and develop a strategy to address the needs. Since the last meeting an opportunity has presented itself to develop this idea as a proposal for a Caltrans Strategic Partnership planning grant. The SANDAG Executive team approved moving forward with a grant proposal. The grant proposals are due October 30, 2015. The Working Group is asked to review the draft proposal and provide input. The grant guidelines require a 20 percent local match. Letters of support will also be necessary.

The Working Group is asked to discuss possible topics for the next quarterly meeting and to determine a date/time for that meeting.

+ next to an agenda item indicates an attachment
The meeting of the San Diego Regional Military Working Group was called to order by Acting Chair Coleen Clementson (SANDAG, Principal Planner) at 8:35 a.m.

1. **APPROVAL OF MEETING SUMMARY (APPROVAL)**

Action: Upon a motion by Steve Chung (Navy – Southwest Division Naval Facilities Engineering Command – Seat B) and a second by Tom Caughlan (Marine Corps Installation West) the Working Group voted to approve the June 22, 2015, meeting minutes.

Yes: Mr. Huenfeld (MCRD); Tom Caughlan (Marine Corps Installation West); Mr. Chung (SW NAFAC); Andy Hall (City of Imperial Beach); Jeff Hunt (City of Oceanside); Tait Galloway (City of San Diego); Murali Pasumarthi (County of San Diego). No: none. Abstain: none. Absent: Chair Mike Woiwode (City of Coronado); Capt. John Adametz (Southwest Division Naval Facilities Engineering Command-Seat A); LCDR Scott Powers (Coast Guard San Diego Sector); Brad Ralston (City of National City); Joel Valenzuela (Port of San Diego).

2. **PUBLIC COMMENTS**

No public comments

3. **MEMBER COMMENTS**

Mr. Huenfeld (MCRD) provided an update on the issue of rail safety and congestion related to the MCRD entrance at peak hours near the Washington Street trolley station. There are four lights and a rail crossing with short road segments and no synchronization of the lights. A group went out to observe and it has been recommended that either Metropolitan Transit System or the police may need to be at the crossing during peak hours.

Follow up item: Mr. Huenfeld would like to get the data for the gate counts.

Andy Hall (Imperial Beach) announced Military Appreciation Day in Imperial Beach is November 12. Activities are from 12 noon to 3 p.m.

4. **CHAIR’S REPORT**

Chair Clementson noted that the final draft of San Diego Forward: The Regional Plan is going to the SANDAG Board of Directors on October 9, 2015.
REPORTS

5. TRANSPORTATION DEMAND MANAGEMENT PROGRAM (INFORMATION)

SANDAG’s iCommute program assists employers throughout the region by providing commuting assistance to their employees, which helps save money and the environment. Staff provided a brief overview of the SANDAG iCommute employer assistance program with an emphasis on addressing the needs of the military employers. Services include commuter surveys, onsite events, customized marketing materials, and incentives to promote alternative commuting.

Patty Talamantes has been assigned to support the military employers with growing participation in the federal Transportation Incentive Program, reducing traffic congestion in and around bases. An overview of the program was presented and Ms. Talamantes introduced herself.

6. WORKSHOP ON DEVELOPING REGIONAL MILITARY BASE ACCESS STRATEGY (DISCUSSION)

The Working Group discussed the possible development of a regional military base access strategy. The goal of the session was to draft a scope of work for a study that would identify the regional and local vehicular, transit, bike, and pedestrian access needs surrounding the region’s military bases, and develop a strategy to address the needs.

Discussion

The Working Group members discussed the sample Scopes of Work from similar undertakings, as well as ideas pertinent to this effort.

Capt. Curt Jones (Naval Base San Diego) provided an overview of the transportation access issues that his base deals with both internally and in terms of ingress and egress. He noted there are major changes happening with the Pacific Fleet and that issues related to the military commute to various installations will increase. For Naval Base San Diego there is pressure on Barrio Logan with personnel trying to access the base through the neighborhood. The base will not be adding parking lots, so there needs to be other solutions. More transit use is preferred. Internal mobility across the base is also an issue. Finally, military housing is spread across the county making a comprehensive strategy difficult.

Mr. Caughlan (Marine Corps Installation West) noted that traditionally the Marine Corps housed its personnel inside the fenceline in a garrison approach – a value emanating from WWII. The Navy has housing all over the county. Miramar was originally Navy, but now is Marine Corps. The shifts over time were too complicated so the decision was made to consolidate housing management. Murphy Canyon is an example.

Mr. Huenfeld (MCRD) noted there are small facilities scattered all around the region. He asked if there is a long term consolidation possible. For a number of reasons it seems rational; it would be easier to provide support services, homeland security, and safety. The peak hours for MCRD are not civilian peak hours; they would be around 7 a.m. and any time between 2 to5 p.m.

Mr. Chung (SW NAFAC) responded to the question on consolidating housing that this would be difficult as there are now long term leases with private agencies.
Tait Galloway (City of San Diego) asked what military peak hours would be. Capt. Jones responded 6 to 7 a.m. and then 2 to 3 p.m. Mr. Galloway asked if military families would be willing to live in denser housing stock, like apartments or condos. Capt. Jones responded that with the right incentives, for example with an efficient transit system, people would be willing to live in a denser environment. However, Mr. Caughlan, stated that the military and civilians in the same cohort would probably answer the same. All young families, military or not, want space for their family.

Capt. Jones indicated there are no plans to expand housing. He also mentioned that on base there are internal challenges to encouraging people to take transit. The internal land use to the base creates barriers to personnel taking transit. The question is how do you get to work, and once there, do you need a car. He would like his personnel to not need a car.

Mr. Huenfeld (MCRD) noted there are three factors that affect one’s use of transit: money, time, and flexibility. The money is in pretty good shape. Time is a problem, but it can be dealt with. Flexibility is a deal breaker.

Mr. Caughlan (MC Installation West) mentioned that the Coaster is a problem for the military because it is focused in the opposite direction during peak hours.

Mr. Chung (SW NAVFAC) agreed that the shuttle program did not work. The demographics of the personnel had a lot to do with it. There is not going to be one solution. One issue that has not come up is Park and Rides. It would be very helpful to make these more strategically located and available to the military and federal workforce. In the case of the Murphy Canyon project the lack of a Park and Ride was a big obstacle to the success of the program.

Mr. Huenfeld (MCRD) noted there needs to be improvements and a cultural shift. There needs to be an Origin/Destination study to provide options to employees, and an environment that supports transit. A Transit Oriented Development Strategy would be important; provides housing near transit.

Mr. Caughlan (MC Installation West) noted that things have become more complicated in a post-9/11 era. Installations were built before 9/11 and now they have to accommodate a new paradigm which is hard on the community. We need to think of creative solutions; for example, using the shoulder to queue into the installation; a lane to wait for security process. Even with double tracking the train issue is a focus on the south. The trains would still park in the north and head south in the morning.

Murali Pasumarthi (County of San Diego) a traffic engineer discussed the Camp Pendleton issues and an pilot project undertaken with Camp Pendleton to synchronize the lights. This is the Fallbrook ingress and egress to the installation. They synchronized the lights to prioritize the buses at the light. Just by synching the lights they significantly reduced congestion at the base entrance.

Tom Ritter (Coronado) noted that Coronado has done some analysis, and the analysis shows that it is not necessary to get rid of all the cars; they just need to be reduced to a manageable volume. Some changes can result in short term fixes that can help significantly, but it requires collaboration among a number of key institutions.
Jeff Hunt (Oceanside) would like the results of the traffic study. It would be good to have demographic data on the commuters. He asked if growth projected.

Andy Hall (Imperial Beach) agreed that interinstitutional is critical.

Mr. Caughlan (MC Installation West) noted that alternative routes are another possible solution, and to look at what is there and make it a more attractive route. The transit on the Interstate 15 is a case in point.

Proposed elements of a Scope of Work for this study: look at the demographics (young, single men vs. young families); feasibility; short term/long term; operational improvements vs. capital improvements; and housing vs. transportation.

7. POSSIBLE TOPICS FOR NEXT MEETING AND ADJOURNMENT (DISCUSSION)

The next meeting of the San Diego Regional Military Working Group is scheduled for Monday, November 1, 2015, from 8:30 to 10 a.m.

8. ADJOURNMENT

Acting Chair Clementson (SANDAG, Principal Planner) adjourned the meeting at 10 a.m.
SCOPE OF WORK CHECKLIST

The scope of work is the official description of the work that is to be completed during the contract. **The scope of work must be consistent with the project timeline.**

The scope of work must:

- Be completed using the FY 2016-17 template provided and in Microsoft Word format.
- List all tasks and sub-tasks using the same title as stated in the project timeline.
- Have task and sub-task numbers in accurate and proper sequencing; consistent with the project timeline.
- List the responsible party for each task and subtask and ensure that it is consistent with the project timeline (i.e. applicant, sub-applicant, or consultant).
- Have a thorough Introduction to describe the project and project area demographics.
- Have a thorough and accurate narrative description of each task and sub-task.
- Include a task for a kick-off meeting with Caltrans at the start of the grant.
- Include a task for procurement of consultants, if consultants are needed.
- Include a task for invoicing.
- Include a task for quarterly reporting to Caltrans.
- Include public participation and services to diverse communities.
- Include project implementation/next steps.
- NOT include environmental, complex design, or engineering work and other ineligible activities.
- List the project deliverable for each task in a table following each task and ensure that it is consistent with the project timeline.
SCOPE OF WORK:
San Diego Regional Military Base Multimodal Access Strategy

INTRODUCTION:

Description
The San Diego region is home to the largest concentration of military forces in the country, employing over 100,000 active-duty military personnel and approximately 25,000 civilians. The military presence generates significant positive economic impact on the region while also creating considerable vehicular traffic congestion at key base and port access points. The San Diego Regional Military Multimodal Access Strategy will identify multimodal transportation solutions to facilitate access while reducing GHG emissions in alignment with SANDAG’s Regional Transportation Plan and Sustainable Communities Strategy. This work can serve as a model for others working to coordinate multimodal transportation solutions among multiple jurisdictions. SANDAG, through the San Diego Regional Military Working Group will develop a strategy that identifies key multimodal projects that will improve access to the installations relieving key congestion while meeting regional, state, and federal goals. The strategy will include: project priorities, cost estimates; identifying responsible parties; and developing a funding approach.

Background
San Diego remains home to the largest concentration of military forces in the country, and plays an even more valuable role in the National Defense Strategy as the “Rebalance to the Pacific” emerges. San Diego homeports over 60 percent of the ships of the U.S. Pacific Fleet and over one-third of the combat power of the U.S. Marine Corps. There are over 100,000 active-duty Navy and Marine Corps personnel assigned to the ships and bases in the San Diego region and approximately 25,000 Department of Defense civilian employees. The presence of military facilities, personnel and equipment generates a significant economic impact on the San Diego region that far outpaces other industries in the area. Military installations are dispersed all around the region with personnel- both military and civilian- often living far from their employment center (see Attachment #1 – Project Map).

The Navy has a very wide complex of commands and operations in the region. The principal Navy bases are Naval Base Coronado (Naval Air Station North Island/ Naval Amphibious Base Coronado), Naval Station San Diego, Naval Regional Medical Center, Naval Submarine Base, Space and Naval Warfare Systems Command, and Naval Weapons Station Fallbrook. Locally-based aircraft carriers include the USS Carl Vinson and the USS Ronald Reagan — all home ported at North Island Naval Air Station. In addition, the Navy relies on the Port of San Diego to receive equipment and other cargo necessary to support military operations.

1 San Diego Military Advisory Council, 7th Annual SDMAC Military Economic Impact Study, San Diego Region. 2015
The United States Marine Corps major bases are Marine Corps Base Camp Pendleton, Marine Corps Air Station Miramar and Marine Corps Recruit Depot. The Marine Corps Base Camp Pendleton occupies 125,000 acres of largely undeveloped land and approximately 200 square miles of terrain north of Oceanside. The stretch of shoreline along the base (17.1 miles) is the largest undeveloped portion of coastal area left in Southern California. More than 60,000 military and civilian personnel work daily on the base, which is the home of the 1st Marine Expeditionary Force, 1st Marine Division, 1st Force Service Support Group, and many tenant units. Camp Pendleton has 67 command groups with 40,000 service members and 4,000 civilian employees in 2014. The Marine Corps Air Station Miramar (MCAS Miramar) is a 23,065-acre installation located in the northern part of the City of San Diego.

At peak travel periods, there is significant vehicular traffic congestion at each of the installations causing challenges for adjacent communities.

As federal land use authorities within the San Diego region, the military installations fall within SANDAG’s Borders Framework for collaborative planning. As regional planning becomes ever more complex it is important to understand the mutual impacts of the military and city and regional planning. For the past several years the SANDAG Board and Department of Defense have discussed opportunities to collaborate. In 2012 the Board agreed to form the San Diego Regional Military Working Group (MWG). The MWG provides a collaborative forum for the various branches of military to coordinate programs, address issues of concern, and determine the best ways in which the military can support regional prosperity, while the region supports the effective operations of the military.

SANDAG’s Borders framework for collaborative planning has resulted in several successful interregional partnerships and led to interregional and binational strategic plans with neighboring jurisdictions, including the I-15 Interregional Partnership with southwestern Riverside and the Otay Mesa/Mesa de Otay Strategic Plan with the Republic of Mexico. In both cases, the partnerships addressed transportation issues from a more comprehensive perspective and led to specific structural improvements such as the design and development implementation of Otay Mesa East Port of Entry. This project would allow SANDAG and the San Diego Regional Military Working Group to analyze the access issues for all of the military installations in the region and identify both capital and operational improvements that could be implemented to facilitate access to the installations and reduce congestion around the surrounding communities.

The SANDAG Board of Directors adopted San Diego Forward, the Regional Plan on October 9, 2015. The Regional Plan charts a course to lower greenhouse gas emissions through focused land use planning and investments in transportation improvements that provide workers and residents with travel choices. Implementing the plan requires close collaboration with the 19 local jurisdictions, transit agencies, neighboring counties, tribal governments, Mexico, the military, infrastructure providers, the private sector and local communities. Preparation of a Regional Military Multimodal Access Strategy is one of the early actions identified in the Regional Plan to identify specific multimodal transportation solutions that facilitate access to the region’s diverse and dispersed military bases.

The project will build on a number of studies that have already been completed. Recently, as part of a calibration exercise for improving the Activity Based Model for Transportation Modeling a gate count study was undertaken in collaboration with the military installations. The model will
now generate more accurate data to understand the ebbs and flows of traffic to and from the installations. The Port of San Diego is in the process of updating its Master Plan. The Department of Defense is one of the Port’s most critical partners and clients as the Port receives $XX annually in military supplies for the region and beyond. The design of access to Naval Base San Diego and the Port are integral to the smooth operations of both as well as the community of Barrio Logan that is immediately to the east of NB San Diego and the Port.

There are several challenges that the San Diego Regional Military Multimodal Access Strategy will work to address. Primarily, to identify multimodal transportation improvements, both capital and operational to address congestion at key military base access points. This will require close coordination with several local jurisdictions, the Port of San Diego, SANDAG, Caltrans, the region’s transit agencies and the Department of Defense. The work will be coordinated through the San Diego Regional Military Working Group which was established by the SANDAG Board of Directors to collaborate on areas of mutual interest, including growth management, habitat, transportation, regional growth, housing, water, energy, and other related topics.

**Project Area**

The San Diego Regional Military Multimodal Access Strategy project area encompasses the entire region of San Diego, including its 18 cities, unincorporated areas of the County of San Diego, military bases, and 19 federally recognized tribal reservations. The focus of the project is improving the mobility of military and civilian personnel traveling to and from the military installations around the county as well as the communities surrounding the installations who would benefit from any improvements that resulted from this planning study. The western 2/3rds of the County will be the focus of the study as this is the area where almost all of the military installations are located. The population of the entire region is over 3 million (see Attachment #1 Project Map).

**RESPONSIBLE PARTIES:**

San Diego Association of Government (SANDAG) with the assistance of a qualified consulting firm will be responsible for performing this work. The San Diego Regional Military Working Group (MWG) will serve as the Project Advisory Group (Attachment 2 – Working Group Roster). The Working Group consists of military personnel who handle facilities and transportation planning from each of the branches of the armed forces in the San Diego region, as well as staff from each of the adjacent cities and agencies: Coronado, Imperial Beach, Oceanside, National City, San Diego, County of San Diego, and the Port of San Diego.

**OVERALL PROJECT OBJECTIVES:**

- Understand existing multimodal access to the region’s military bases
- Identify where access improvements are necessary to achieve regional, state, and federal goals
- Identify transportation projects that improve access
DRAFT for Discussion

- Estimate costs for projects
- Develop criteria for prioritizing projects
- Prioritize projects
- Determine responsible parties/jurisdictions
- Develop a strategic plan that improves multimodal access to the region’s installations

1. Project Initiation

Task 1.1 Project Kick-off
Meeting between Caltrans and SANDAG to review grant scope of work, schedule, budget, invoicing requirements, and any other start-up grant administration activities.

Responsible Party: SANDAG

Task 1.2 Coordinate Project Development Team
A Project Development Team will be formed and meet regularly throughout the project to keep the agencies involved informed of the progress and contribute to the development of the study. Members shall include: SANDAG Project Manager, Caltrans representative, staff from SW NAVFAC, the Marine Corps Installations West and the consultant.

Responsible Party: SANDAG

Task 1.3 Consultant Procurement
SANDAG will select a qualified consultant firm using SANDAG’s procurement process to conduct the technical aspects of this work effort. The consultant that is selected must have prior experience working with the military. The consultant will work closely with the military installations, local jurisdictions, and SANDAG staff.

Responsible Party: SANDAG

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2. Public/Stakeholder Outreach/Involvement

Task 2.1 Coordination with the San Diego Regional Military Working Group
The San Diego Regional Military Working Group will serve as the Project Advisory Group. The Military Working Group consists of military personnel who handle facilities and transportation planning from each of the branches of the armed forces in the San Diego region, as well as staff from each of the adjacent cities and agencies: Coronado, Imperial Beach, Oceanside, National City, San Diego, County of San Diego, and the Port of San Diego. The Working Group meets
quarterly, however throughout this project meetings will be more frequent as dictated by the project schedule in order to receive input at key decision-making points in the study.

Responsible Party: SANDAG

**Task 2.3 Mobile/Virtual Workshops with Key Stakeholders**
The consultant will coordinate a combination of mobile workshops and interactive workshops with Google earth to examine areas across the region the Working Group has identified as problematic. These could be key interchanges, on and off ramps to military installations, or connection points between city and county roads that are proving to be choke points for military installations, and other nearby communities.
- Virtual workshop to identify areas of concern (using Google Earth)
- Mobile workshops for specific sites with acute issues
- Community workshops with local jurisdictions

Responsible Party: Consultant/SANDAG

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<td>Meeting agendas, notes, attendance</td>
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<td>Workshop(s), agenda(s), and report(s)</td>
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**3. Existing Conditions**

**Task 3.1 Multimodal Access Needs Assessment**
Consultant will interview or survey the facilities/planning staff for each of the installations and the surrounding cities to determine existing conditions. The substance of the survey will be developed in consultation with SANDAG and the Working Group. The results will be presented to the Working Group and used as a basis for conducting the mobile workshops to examine specific areas of concern.

Responsible Party: Consultant

**Task 3.2 Prepare Existing Conditions Report**
Consultant will produce an Existing Conditions Report. The Report should draw on at least the following: a literature review of relevant case studies from other states/other regions of California attempting to address similar issues; review of existing studies and reports; GIS and Google Earth analysis; survey results; and additional fieldwork where necessary.

Responsible Party: Consultant

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<td>Existing Conditions Report</td>
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4. Identify Transportation Projects

**Task 4.1 Identify Specific Transportation Projects**
Conduct a GIS mapping analysis that identifies the projects of concern to the military/local jurisdictions/SANDAG with co-benefits for other surrounding communities, based on input from the survey and mobile workshops, as well as identifying the jurisdiction(s) and/or transportation agencies that correspond to the project area.

Responsible Party: Consultant/SANDAG

**Task 4.2 Cost Estimates/Identify Funding Opportunities**
Based on the results of Task 4.1., the Consultant will collect cost estimates for those projects already identified or which have some level of information from other agencies, as well as develop high level planning cost estimates for those identified projects where no information exists. In addition, Consultant will identify funding opportunities and options for each project identified.

Responsible Party: Consultant

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<td>4.1</td>
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<td>Develop Cost Estimates/Identify Funding Opportunities</td>
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5. Develop Strategic Plan

**Task 5.1 Develop Criteria for Prioritization of Projects**
Working with the key stakeholders through the Working Group, Consultant will develop methodology for establishing objective criteria and establish systematic criteria based on their concerns as well as state/federal guidelines to prioritize identified projects.

Responsible Party: Consultant/SANDAG

**Task 5.2 Prioritize Projects**
Based on the criteria established and accepted in Task 5.1., the Consultant would facilitate a process with the stakeholders to prioritize the projects.

Responsible Party: Consultant/SANDAG

**Task 5.3 Develop Strategic Plan**
Based on the data and information collected, the prioritized projects, and the funding opportunities, the Consultant will facilitate the development of a strategic plan with the Working Group. The recommendations will be presented to the SANDAG Regional Planning/Transportation Committees and Board for consideration.
Task | Deliverable
---|---
5.1 | Memo documenting prioritization process and criteria
5.2 | Memo, list of prioritized projects
5.3 | Draft Strategic Plan

6. Implementation/Next Steps

**Task 6.1** Complete the draft and final report with recommendations for implementation
The Consultant will work with the Working Group to develop a set of recommendations/next steps to ensure that the study leads towards implementation. With the recommendations, the Consultant will prepare a comprehensive draft report that incorporates the findings from Tasks 3, 4, and 5. After review, the Consultant will prepare a Final Strategic Plan that includes the comments and feedback from the stakeholders. This document will inform the next Regional Plan.

Responsible party: Consultant/SANDAG

**Task 6.2.** Present findings to SANDAG Board/Policy Committees and Military Commands
The Consultant will develop a PowerPoint presentation that summarizes the San Diego Regional Military Multimodal Access Strategy. SANDAG staff will make presentations to the Working Group, Policy Committees, and the SANDAG Board of SANDAG, the Military Commands, and SDMAC. Seek opportunities to share experience with statewide/national transportation forums/networks.

Responsible Party: Consultant/SANDAG

Task | Deliverable
---|---
6.1 | Draft and Final Strategic Plan w/next steps
6.2 | PowerPoint Presentations

7. Project Administration

**Task 7.1.** Invoicing
SANDAG will track consultant invoices on a monthly basis and submit invoices to Caltrans for reimbursement showing local match contributions on a quarterly basis.

Responsible Party: SANDAG

**Task 7.2.** Quarterly Reporting
SANDAG will prepare quarterly reports summarizing the progress of each task, the funds expended, list any problems that were encountered, anticipated work for the next quarter, and transmit any completed deliverables.
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<td>Quarterly Reports</td>
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SAN DIEGO REGIONAL MILITARY WORKING GROUP

MEMBERSHIP

The San Diego Regional Military Advisory Group provides a collaborative forum for the various branches of the military and SANDAG to coordinate on mutual areas of interest, including growth management, habitat, transportation, the regional growth forecast, housing, water supply/quality, energy, and other related topics. Membership consists of military personnel who handle facilities and transportation planning from each of the branches of the armed forces in the San Diego region, as well as staff from each of the following cities and agencies: Coronado, Imperial Beach, Oceanside, National City, San Diego, County of San Diego, and the Port of San Diego. The Advisory Group reports to the SANDAG Regional Planning Committee, who in turn reports to the SANDAG Board of Directors.

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