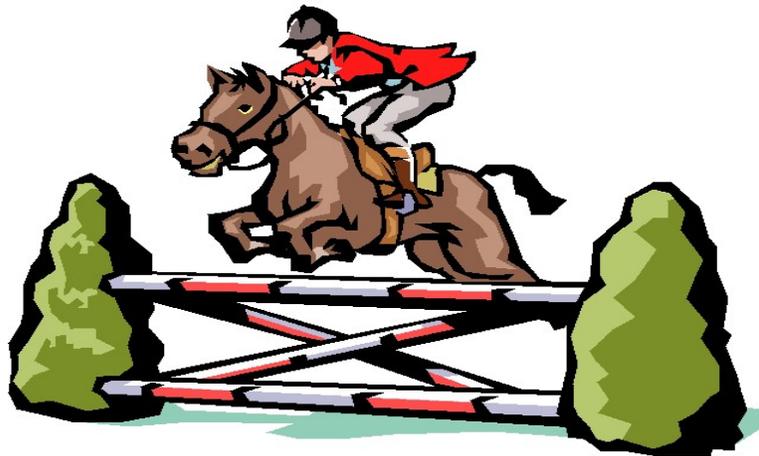




**County of San Diego
EQUESTRIAN CENTER
Camp Lockett, Campo**

REQUEST FOR PROPOSALS



County of San Diego
Real Estate Services Division
5555 Overland Avenue, Suite 2110
Bldg. 2, Room 110
San Diego, Ca. 92123
(619) 694-2317

SUBMITTAL DEADLINE IS 4:00 P.M., NOVEMBER 14, 2008

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Equestrian Center
Camp Lockett, Campo
REQUEST FOR PROPOSALS

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County of San Diego

REQUEST FOR PROPOSALS

County of San Diego
September 2008

Overview

EQUESTRIAN CENTER OPERATOR/DEVELOPMENT OPPORTUNITY

On August 5, 2008 the County of San Diego Board of Supervisors authorized the issuance of a Request for Proposals (RFP) to solicit proposals for the development, lease and operation of an Equestrian Center/Facility to be located on County-owned property south of the Juvenile Ranch Facility at Camp Lockett, Campo, California 91906. The intent of the RFP is to identify qualified operators and/or development teams capable of operating and/or developing a first-class equestrian center to serve the Mountain Empire communities. The proposed facility will be able to hold equestrian and community events that will augment the existing and future amenities of Camp Lockett.

The County has identified approximately 166 acres south of the Juvenile Ranch Facility that could serve as the site for this proposed equestrian center. It is anticipated that 30 to 50+ acres of this parcel would be sufficient to accommodate the proposed facility. If a qualified operator/developer is identified through this RFP, it would be the intention of the County to enter into an Option to Lease and Ground Lease with the selected operator/developer, subject to the approval of the San Diego County Board of Supervisors.

The proposed site, located approximately 1.5 miles south of State Route 94, is approximately one mile north of the US/Mexico border in the rural community of Campo. The site is within the Camp Lockett Historic District and the proposer is encouraged to be sensitive to existing natural features and to design the facility to take advantage of the amenities of this rural setting and to meet the requirements of the district. It is envisioned that Camp Lockett will eventually include renovated historical structures to portray the prior use of the property as a military outpost of the early 1930's and 40's. Camp Lockett was also a training base for the Buffalo Soldiers during the early stages of World War II and also served as a prisoner of war camp and hospital near the end of the war.

The County's preference is to enter into an Option to Lease that will allow the developer to exercise the option and enter into a ground lease for the equestrian center once the selected proposer has obtained all necessary permits and approvals for the construction of the proposed facility. In submitting a response to the RFP, it is of primary importance that the operator/developer includes sufficient details of the proposed conceptual uses envisioned at the Equestrian Center together with a phasing plan and an overview of the total scope of the proposed new development.

The selected operator/developer will work closely with the Real Estate Services Division (RES) of the Department of General Services, the Campo/Lake Morena Planning Group, the County Department of Planning and Land Use, the County Department of Parks and Recreation, the County Probation Department, and other interested parties and stakeholders to insure that the proposed uses and improvements will maintain and complement the unique character of Camp Lockett and the surrounding communities. The County will establish a Review Panel to evaluate the responses to this Request for Proposals, and County staff will forward the recommendation of this panel to the Board of Supervisors for consideration.

In June 2008, the Campo/Lake Morena Planning group voted to support the general concept of an equestrian facility at Camp Lockett and provided specific concerns and conditions upon which their support is based. A letter from the planning group which included a list of these concerns and conditions is provided with this RFP. The conditions should serve only as suggested guidelines for the proposers and are not considered to be requirements of this RFP.

County's Vision for the Camp Lockett Equestrian Center

The County of San Diego envisions the Camp Lockett Equestrian Center as a cultural, equestrian, and historic attraction for both residents of the Mountain Empire communities and visitors alike. The County desires to retain and embellish the unique character of Camp Lockett while seeking an innovative and dynamic operator/developer who will establish the Equestrian Center as a quality event destination within the Mountain Empire communities. The desired operator/developer should have overall experience in the successful operation and/or development of a multi-functional equestrian center-type facility that can offer a variety of equestrian and community related events and shows. At a minimum, the operator/developer should be capable of successfully operating a large equestrian/community event venue and have experience managing a variety of equestrian and/or service-type business operations and uses within one large facility. Operator/Developers are also encouraged to include in their conceptual plans unique business opportunities that will be complementary to the overall equestrian center operation that may be visitor-oriented or provide service, recreation, or entertainment value.

In responding to this RFP, operator/developers may also include conceptual plan or design options that include compatible uses not previously mentioned herein, and other concepts or ideas that are related and would be potentially economically viable in this location. No operator/developer will be penalized for submitting multiple conceptual plans, options, or ideas within the same response.

Purpose of this Request for Proposals

This Request for Proposals (RFP) is a major step in the County's effort to improve and enhance Camp Lockett as a quality visitor and historical attraction. The overall scope of the proposed project, benefits to the surrounding Campo community, and potential net

revenue to the County of San Diego will all be considered in the evaluation of responses. County staff will establish a Review Panel to evaluate the responses. Panel members will include a representative(s) from the Department of Parks and Recreation and the Real Estate Services Division (RES) of the Department of General Services, possible subject matter expert(s), and one or more members of the Campo community.

The selected operator/developer, upon formal approval of the Board of Supervisors, will work with County staff to complete a ground lease that will be financially feasible and beneficial to the County and the operator. The lease agreement will provide the operator/developer sufficient latitude to create a development and operation plan that will provide for the development and construction of the equestrian center and provide a more dynamic and viable community and visitor destination.

Request for Proposals (RFP) Submittals

The requirements of the Request for Proposals (RFP) submittals for this proposed project will entail a four-step process.

- I. **Review of Request for Proposals (RFP) and Evaluation of Submittals:** The Review Panel will be established and could potentially include representatives of the County, outside subject-matter experts, public members, and members of the Campo Community. The Review Panel will focus on the qualifications and prior experience of interested operator/development teams, including their financial strengths, and previous project successes as well as overall financial benefit to the County.
- II. **Recommendation to the Board of Supervisors:** The Review Panel will evaluate the submittals from the Request for Proposals and forward their recommendations to County staff. Upon finding that it is in the best interest of the County to proceed with the final selection process, County staff will make a recommendation to the Board of Supervisors to negotiate a ground lease agreement with the selected operator/development team. If the County staff recommendation is to proceed with lease negotiations with the selected operator/developer, the recommendation will include general lease parameters and a timeframe to complete negotiations.
- III. **Issuance of Request for Proposals:** The Board of Supervisors has authorized the issuance of this formal Request for Proposals (RFP). The deadline for submittal of RFP responses is 4:00 P.M. on Tuesday, November 14, 2008. All operator/development teams should incorporate/address in their response to this RFP the following:
 - 1) An operation and maintenance plan for the equestrian center, incorporating a project schedule for the planning, processing, and construction of the proposed improvements, and the phasing of any proposed future development.
 - 2) A detailed site plan which incorporates all aspects of the proposed equestrian center operation and identifies all proposed development and planned public amenities.

- 3) A revenue plan which will entail the anticipated revenues to be generated from all proposed uses within the equestrian center and the proposed revenue stream to the County which could include a combination of base rent, percentage rent, and other incentives.
 - 4) A financing plan to include projected capital investment for proposed improvements, reserves for start-up and operations, and an estimated profit and loss statement for operation of the facility.
- IV. **Selection of Operator/Development Team:** Highest consideration will be given to the qualifications and prior successes of the operator/development team, the demonstrated understanding and sensitivity to the County's vision of Camp Lockett, the overall investment in future equestrian center improvements, the County's desire for a reasonable return on the value of its property, and the demonstrated ability of the operator/development team to develop a project of this magnitude. The County staff is under no obligation to proceed with a recommendation to the Board if the Review Panel or County staff deems none of the proposals as satisfactory and responsive to the RFP Requirements. Each of the operator/development teams submitting a response will be given the opportunity to make a formal presentation to the Review Panel. County staff will notify each responding team of the date and time for the presentations. Presentations will be voluntary.
- V. **Negotiation of Ground Lease:** Following the Review Panel's selection of the best-qualified operator/development team, County staff will enter into negotiations for an Option to Lease and Ground Lease. Should negotiations with the first operator/developer not result in a mutually acceptable Ground Lease, negotiations may proceed with the next highest ranked operator/developer.

Selected Operator/Developer Team Obligations

It is anticipated that the selected operator/developer team will have expertise in event management, marketing, equestrian and business operations, financial accounting, and facility design, construction, and maintenance, and include an architect(s), an engineer(s), a general contractor, and a financial advisor (entity). The following is a general overview of anticipated development team obligations. At a minimum, the selected operator/development team must provide the following services:

- A. **Operation and Management Plan:** This plan should incorporate the proposed operation and management of all proposed uses and include a full overview of all operation and maintenance responsibilities.
- B. **Equestrian Center Development Plan:** The operator/developer will be responsible for the design, permitting, construction, full operation and maintenance of the equestrian and event facility. The operator/developer will be responsible for designing and constructing a multi-functional facility that is historically compatible and will optimize the equestrian center's potential as a community and visitor destination/attraction. The plan should be visionary and of high quality and design excellence.

- C. **Development Approvals:** Procuring all necessary zoning, permitting, and other regulatory approvals shall be the sole responsibility of the selected operator/development team. This will include any CEQA requirements, building permits, zoning and community plan requirements, hazardous/toxic waste assessments and remediation, and mitigation plans, if required.
- D. **Financing:** The operator/developer will need to have the financial resources/reserves necessary to fund all new construction and future operational costs and expenses. The procurement of funding, donations or short and long term financing for operations, maintenance, or proposed capital improvements will be the sole responsibility of the operator/developer.
- E. **Construction:** The operator/development team will be responsible for the construction of any improvements necessary for the development of the property in accordance with the approved conceptual plan, as well as any conditions of approval required per County of San Diego development permit entitlements. Proposed new construction should be compatible with the Camp Lockett historical theme. Construction plans for new improvements will be required to be submitted to and approved by the County Department of Planning and Land Use and may also require approval of the County of San Diego Historic Site Board and other governing agencies or County Departments.
- F. **Revenue Development:** The operator/developer will be responsible for marketing the project throughout the term of the Ground Lease and for maximizing the generation of revenues to both parties.

Status of Existing Property

Location:

The County owns 166.69 acres, County Assessor Parcel 656-090-01, which has been designated as the proposed site for the equestrian center. This property is within the boundaries of the Camp Lockett Historic District. A portion of this property consisting of 30 to 50+ acres would be available for the proposed facility. This parcel is immediately south of the County Campo Juvenile Ranch Facility and access to this property is from State Route 94 on Forrest Gate Road. Campo is a rural community of approximately 3,000 residents located approximately 9 miles east of Tecate.

The athletic fields for the Juvenile Ranch are on the northerly portion of the proposed site and will remain. The selected proposer will need to buffer the athletic fields from any proposed new development. The County Probation Department will be consulted regarding buffer requirements to insure adequate distance and screening is provided and maintained from these recreation areas.

Surrounding Land Uses:

The proposed equestrian center site is bordered on the north by the Campo Juvenile Ranch facility which is a 24-hour facility that houses approximately 150 youths. The athletic fields for the Juvenile Ranch are on the northerly portion of the proposed site and will remain. The selected proposer will need to buffer the athletic fields from any

proposed new development. The remainder of the property is surrounded by very low density residential uses and undeveloped land.

Utilities and Easements:

The property does not currently have water or sewer service. Existing water and sewer lines at the Juvenile Ranch would need to be extended to serve the property and the proposer would need to apply to be served by the Campo Water and Sewer District. Forrest Gate Road crosses through the property and electricity is available , Interested parties will need to consult with representatives of the Campo Water and Sewer District and SDG&E for more information on connection requirements and to determine if capacity is available for their proposed project.

Camp Lockett Historic District:

The proposed equestrian center site is within the Camp Lockett Historic District. Camp Lockett served as the last military post for the U.S. Army's mounted cavalry from 1941 to 1944. The Buffalo Soldiers, as the black army units were known, trained and served at this base during World War II. The district was designated by the County Historic Site Board (HSB) to preserve the property and buildings that were part of this military field of operations. All proposals, scopes of work, plans and specifications, and structural improvements within the district should be brought before the HSB for their input and approval.

RFP Evaluation Criteria

RFP responses will be evaluated according to the following criteria:

A. Experience of the Operator/Development Team:

1. Record of successful business operations and management experience involving event management, equestrian operations, recreational, service, or entertainment venues, dining, lodging, retail, and visitor-related activities, or a combination thereof.
2. Record for developing creative, innovative, and successful equestrian, event, community, or visitor-related projects
3. Experience in the successful marketing and promotion of large event, equestrian, community, or visitor-related businesses and activities.
4. Design, construction, and/or rehabilitation experience involving projects or business operations of similar size and scope
5. Record of successful experience working together as an operator/development team
6. Experience of the individuals proposed to work on this project

B. Financial Strength:

In addition to evidence of successful past project/management experience, each operator/development team must demonstrate that they have the current financial strength and resources necessary to fund the design, permitting,

construction, management, and operation of an equestrian and event facility. Proposers will be required to provide evidence of the operator/development team's financial ability to:

- 1) Provide sufficient investment capital for proposed capital improvements;
- 2) Establish maintenance and operations reserves;
- 3) Obtain bonding, if required, for new construction or utility services;
- 4) Obtain a loan commitment or guarantee, if necessary;
- 5) Provide a Letter of Credit or other financing instruments;
- 6) Provide audited financial statements or other proof of financial ability.

C. **Design, Planning, and Governmental Experience.**

Each operator/development team should demonstrate they have experience in designing, permitting, and developing similar projects that will integrate with and be a viable asset to the surrounding community. Teams should have sensitivity to the historical character of Camp Lockett and compatibility with environmentally sensitive areas and surrounding adjacent uses. The architect, engineer, and project developer should have experience in working with governmental agencies on similar projects.

D. **Ability to Create a Successful Operations and Management Model:**

For the RFP, the operator/development team should first focus on and identify the key components necessary to successfully operate and/or manage the equestrian and event facility with no assistance from the County. The conceptual plan for current and planned future development will be a key element of the submittal response and should incorporate those uses that will generate sufficient revenue to fund ongoing operations and maintenance costs and provide necessary reserves.

E. **Revenue Plan:**

The operator/development team will create an initial concept and methodology to potentially establish a revenue stream to compensate the County for its existing land and for County staff costs for lease management and related expenses as well as additional income that may help to offset other maintenance or management costs within Camp Lockett. The Revenue Plan should establish that the project is feasible and will include projected net income to the operating entity as well as lease revenue to the County. For purposes of comparing the income stream of each submitted Revenue Plan, All income projections should include annual Cost of Living Adjustments (COLA's) of a minimum of three percent (3%) during the term of the ground lease.

F. Performance Deposit

A Performance Deposit in the amount of Five Thousand Dollars (\$5,000), in the form of a Cashier's or Certified Check, shall be submitted to the County together with the RFP response. This Performance Deposit shall become non-refundable upon Board approval of the selection of the operator/developer and shall be retained by the County to insure that the selected operator/developer negotiates in good faith and formally executes the Ground Lease with the County and to offset County staff processing costs. The Performance Deposits of all unsuccessful proposers will be returned following the Board's selection of an operator/developer. In the event that the Board of Supervisors does not select any proposer, all of the Performance Deposits will be returned.

NOTE: THE EVALUATION OF THE RESPONSES TO THE RFP DOES NOT CONSTITUTE ANY FORM OF COMMITMENT BY THE COUNTY. IT IS ANTICIPATED THAT EACH RFP RESPONSE WILL BE EVALUATED BASED UPON THE INFORMATION SUBMITTED IN THE RESPONSE PLUS ANY OTHER INDEPENDENT INFORMATION DEVELOPED BY THE COUNTY. THE COUNTY RESERVES THE RIGHT TO REQUEST CLARIFICATION OR ADDITIONAL INFORMATION FROM A RESPONDENT IF NECESSARY OR TO CANCEL THE PROCESS AT ANY TIME. ALL COSTS INCURRED IN RESPONDING TO THIS RFP ARE THE RESPONSIBILITY OF THE OPERATOR/DEVELOPMENT TEAM.

Selection Schedule

The following is the anticipated schedule for this process:

- **August 5, 2008:** Board of Supervisors approves issuance of RFP
- **November 14, 2008:** Deadline for submitting RFP Responses
- **Nov - Dec 2008:** Review Panel review and interviews
- **Jan - March 2009:** Board approval of Review Panel Recommendation of the selected Operator/Development Team and authorized execution of an Option to Lease
- **Mar - Apr 2009:** Option to Lease is executed and selected team commences processing of entitlements for proposed development
- **March - July 2010:** Entitlements are approved and Option is exercised. Board of Supervisors certifies the CEQA finding and authorizes execution of the Ground Lease
Operator/Developer commences construction of improvements

These dates are estimates only and can be changed at any time without prior notice.

Submission Requirements

Each Submittal in response to the RFP shall be organized in the following order/sections:

- A. Title Page: This shall show the respondents name, RFP title, and date of submittal.

- B. Letter of Introduction: The respondent shall include the name, address, and statement of whether the respondent is an individual, partnership, corporation, joint venture partner, or other entity. The letter shall also provide the name of the person(s) authorized to make representations for the respondent and his/her phone number. The person authorized to represent the proposal must sign the letter.
- C. Previous Project Experience: The response shall include the operator/development team's recent experience in obtaining financing commitments detailing type of project(s), financing source, and amount committed. This should be detailed by each project, and include references
- D. Government Experience: The response shall identify operations/management and development projects that included negotiations with government entities.
- E. Source of Financing: The response shall include a letter from, or identification of, a source of financing indicating the general terms and conditions that would be required for the operator/development team to receive operations, renovation, construction and permanent financing.
- F. Operation and Management Plan: Provide a plan showing proposed operation and management activities, any complementary or seasonal uses, and any new concepts and marketing promotions envisioned for the facility. This plan should also address all proposed future uses if not planned to be constructed in the initial phasing.
- G. Project Schedule: Provide a preliminary project schedule showing the anticipated time for project design, permitting, and to obtain any other required land entitlements for new improvements or funding, construction of the proposed improvements, and initial marketing and start-up activities for the facility.
- H. Conceptual Project Plan: The response shall provide a conceptual land use plan identifying all contemplated land uses within the project including proposed new improvements and services. For any new proposed development, the operator/developer should analyze the likelihood of obtaining all necessary community and governmental approvals and marketplace acceptance. The conceptual plan should also include a timeframe for the proposed new construction with major emphasis on any planned improvements that will occur within the first two years of operation. Submittal of preliminary designs of proposed new construction is strongly encouraged.
- I. Revenue Plan: The response shall include an analysis of the anticipated gross revenues and net income to be generated by the operator/developer as well as the potential lease income stream to be paid to the County. Net rent to the County under the ground lease will be a consideration. Projections of the income stream during the course of the Ground Lease should include projected annual Cost of Living (COLA) adjustments of a minimum of three percent (3%).

SUBMITTALS IN RESPONSE TO THE RFP THAT DO NOT INCLUDE THE FORMAT AND ITEMS LISTED ABOVE WILL BE DEEMED NONRESPONSIVE AND RETURNED TO THE SUBMITTER.

County of San Diego General Conditions

The following general conditions apply to this submittal:

- A. General Guidelines for Content: The response to the RFP shall be clear, concise, and detailed enough to enable the Review Panel to make a thorough evaluation and arrive at a sound determination as to whether the proposed operation and management plan and tentative development concept meet the goals of the County. The response to the RFP should demonstrate that the respondent has a thorough understanding of the County's goals and would be in harmony with the goals and requirements of the County, the Camp Lockett Historic District, and the Campo/Lake Morena Planning Group.
- B. Duty to Inquire: Before submitting a response to the RFP, respondents should carefully read all sections of this RFP and fully inform themselves as to all conditions and limitations. Should a respondent find discrepancies in or omissions from the RFP documents, or should the respondent be in doubt as to their meaning, the respondent shall at once notify the County. Such notifications and questions must be in writing, and must be received by the County at least ten (10) calendar days before the submittal date.
- C. Explanation to Respondents: The County of San Diego reserves the right to interpret or change any provision of this RFP at any time prior to the submission date. Such interpretations or changes shall be in the form of an addendum, and will be made available to each person or organization that has received the RFI. Oral explanations will not be binding. The County, at its sole discretion, may determine that a time extension is required for submission of the response to the RFP. In such a case, an addendum shall include a new response to the RFP submission deadline.
- D. Right to Judge Representations: The Director, Department of General Services shall be the final judge of the acceptability of a respondent's written or oral representations in response to this submittal.
- E. Failure to Conform/Proof of Presentation: Any response to the RFP that modifies or fails to conform to the essential requirements or specifications of the RFP will be considered non-responsive and unacceptable.

The County may require whatever evidence is deemed necessary, in the sole opinion of the Director of General Services, relative to the respondents' financial stability. The County also reserves the right to request further information from the authorized representative of a respondent, either orally or in writing. Written requests will be addressed to the authorized representative of the respondent.

- F. Truth and Accuracy of Representations: False, incomplete, or non-responsive statements will be cause for rejection of the response to the RFP. The evaluation and determination of the fulfillment of the above requirements will be the County's responsibility and its judgement will be final.
- G. Rights to RFP Information: Information disclosed in the response to the RFP and attendant submissions will become the property of the County.
- H. Protest Procedures: Any protest or appeal resulting from this request must be submitted in writing to April F. Heinze, P.E., Director, Department of General Services, within five (5) working days of notification of rejection.
- I. Disclaimer: This solicitation does not commit the County of San Diego to award a contract, approve a land use plan, to pay costs incurred in the preparation of a response, to procure a contract for any services, or to enter into any lease agreement. The County, at its sole discretion, may reject any and all submittals and incur no expense.
- J. Board of Supervisors Contact: Operator/Development team members should not contact Board Members or Supervisors' staff regarding this solicitation. Questions or inquiries should only be directed to Carl Harry of the Real Estate Services Division of the Department of General Services. Any such unauthorized contact may be cause for rejection of a submittal.

Deadline for Submittals

- A. **Submittal of a Response to the RFP must be received no later than 4:00 PM on Friday, November 14, 2008. Responses to the RFP received after that time will be returned unopened.**
- B. **Send or deliver Submittal Responses to:**

**COUNTY OF SAN DIEGO
Real Estate Services
5555 Overland Avenue, Suite 2110
San Diego, CA 92123-1294**

**Attn: Carl Harry, Real Estate Project Manager
Subject: Request for Proposals – Camp Lockett Equestrian Center**

Ten (10) copies of the response to the RFP are requested.

C. Questions should be submitted in writing, e-mailed, or faxed to:

**COUNTY OF SAN DIEGO
Real Estate Services
Attn.: Carl Harry
5555 Overland Avenue, Suite 2110
SAN DIEGO, CA 92123-1294**

CONTACT, TELEPHONE NUMBER, AND E-MAIL ADDRESS:

**PRIMARY: Carl Harry
PHONE: (858) 694-2317
FAX: (858) 694-2369
E-MAIL: carl.harry@sdcounty.ca.gov**

The Real Estate Services Division Web Page www.sdcre.com will contain a copy of this RFP and related pertinent information.