



UNDER SECRETARY OF THE ARMY  
WASHINGTON

APR 17 2018

The Honorable Kevin L. Faulconer  
Mayor of San Diego  
202 C Street, 11<sup>th</sup> Floor  
San Diego, California 92101

Dear Mayor Faulconer:

The United States Army is standing up a new major command, called Army Futures Command, to better organize our modernization process. San Diego is one of the locations we are considering for this new command.

The Army will establish a Futures Command headquarters that is small, dynamic and composed of the very best from our military and civilian workforce, probably less than 500 personnel. We want this headquarters to be located near leading academic and commercial institutions to harness the best talent possible in emerging technology and innovation.

The Army Futures Command Headquarters will interact with leaders in the technology innovation arena to ensure the Army is supporting and benefiting from cutting-edge technologies. Accessing the necessary ideas, technology, and talent for this process requires immersion in an innovation-focused environment with close and enduring relationships to both industry and academia.

We are looking for a location where this command's headquarters can rapidly join an existing innovation eco-system. We have spent the past few months assessing innovation hubs across the United States as potential headquarters locations. Based on the initial analysis, your city appears to have a combination of talent, commercial and academic innovation, and quality of life that we are looking for in locating the command.

To assist us in our selection process, I respectfully request an information package that identifies your city's particular strengths and provides us more granular data to help us refine our location analysis. I have enclosed a series of questions to assist you in consolidating and preparing a package that addresses the type of factors we are considering. I would also ask for a single point of contact with whom our team should work, should we decide to visit to better understand the benefits of locating this headquarters in your city.

We are looking at nine occupations closely associated with technology innovation: biomedical engineer, chemical engineer, computer and hardware engineer, electrical engineer, materials engineer, materials scientist, mechanical engineer, software developer (applications), and software developer (systems software). Please provide us your assessment of the quality of these workforces within your community, as well as projections on the growth of these occupations over the next 5-10 years.

We are also interested in how your industry and academic partners are networked together, and how local government supports your commercial partners in these innovation areas. We would also

like your assessment of how your city's entire eco-system supports delivering innovation. For example, if you have been helping industry bring patents to fruition, perhaps by providing incentives, such information would be useful to know.

Army Futures Command will need to maximize integration with science, technology, engineering, and mathematics research and development activities. Your informed perspective on the local eco-system among industry and academia science, technology, engineering, and math research and development would prove valuable to the Army's stationing assessment. We would like your assessment of what type of growth you anticipate in the research and development expenditures at your local universities. Additionally, your insights on new or emerging facilities, forums or processes designed to bring industry and academia together would be appreciated. We also value your view on the possibilities for the Army Futures Command to establish a headquarters in proximity to any such facilities.

Quality of life for Army Futures Command Headquarters personnel and their families is also a priority for recruiting and retaining top talent. We have conducted detailed research on services and amenities, to include housing and neighborhoods, transportation, health and environment, and other opportunities. However, your detailed understanding of your city's particular benefits for our workforce is valuable to our assessment. In particular, it is helpful for us to have an appreciation of the community's level of interest and support should a headquarters be placed in the community – we clearly want to be good neighbors from the very start.

Please provide responses and information packages no later than May 10, 2018. Responses should be sent to Mr. Michael N. Smith, Army Futures Command Task Force (michael.n.smith6.civ@mail.mil or 586-459-7161).

Thank you for your continued service and support to our Soldiers and their Families.

Sincerely,



Ryan D. McCarthy

Enclosure

Copy Furnished:

The Honorable Jerry Brown  
The Honorable Dianne Feinstein  
The Honorable Kamala Harris  
The Honorable Darrell Issa  
The Honorable Duncan Hunter  
The Honorable Juan Vargas  
The Honorable Scott Peters  
The Honorable Susan Davis

## ENCLOSURE

Below are a series of questions that are intended to help generate thoughts and inputs, and assist in responding to the Undersecretary's letter. They are not intended to be all inclusive, but merely as a start point of responses.

1. Which geographic area would you recommend for the proposed facility? Are there areas that complement existing or planned commercial/academic technology partnerships?
2. Are there existing commercial and academic innovation/technology incubator partnerships with which the Army Futures Command could partner?
3. Do you anticipate growth in the technology community in your city in the next five to ten years? On what are you basing your assessment?
4. What current or planned transportation options are available within both the urban area where a headquarters might be located and reasonably available housing areas?
5. What sort of incentives do you have to encourage technology-based innovation companies to locate in your urban area? Are there time limits on such programs?
6. How much international technology innovation commercial presence is there in your city? Do you see this as a growth area? On what specific technology areas are these foreign entities focused?
7. What is the emergency response timeline and capabilities during a suspected terrorist incident? Can you provide an average response time for EMS assets to locations within your city?
8. Are there any plans to expand airport facilities in the near-term (within the next five years)? If so, what is the nature of the expansion plan(s)?
9. What veterans' outreach programs does your city have, with particular emphasis on training and education in STEM areas?