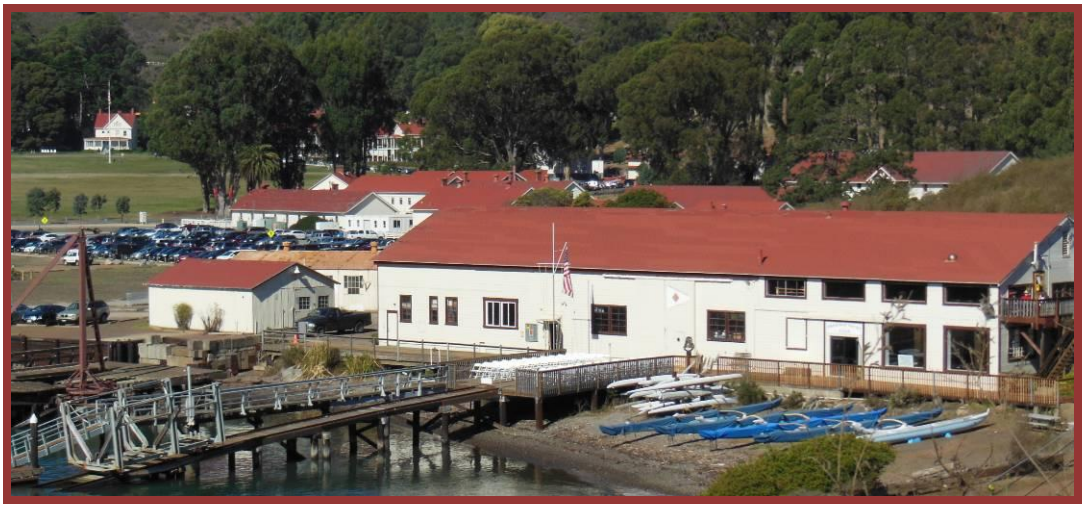
REQUEST FOR EXPRESSIONS OF INTEREST

FORT BAKER HISTORIC BOAT SHOP & MARINA



Golden Gate National Recreation Area
National Park Service
U.S. Department of the Interior

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Summary

The National Park Service invites organizations to express their interest in and provide operating concepts for the management of the Fort Baker Historic Boat Shop and Marina.

Opportunity	Operate a public maritime recreation center within Golden Gate National Recreation Area
Location	The northeast corner of Horseshoe Bay within historic Fort Baker, south of Sausalito, California and adjacent to the north tower of the Golden Gate Bridge
Facilities	The historic boat shop, which includes a boat repair facility, event facility with kitchen, and a bar/lounge; guest dock; 60 berth marina; storage shed; workshop; and small storage kiosk
Financial Requirements	Will vary, dependent upon legal instrument under which the operation is authorized and level of capital investment; rent may be based on fair market value and adjustment of rates for capital improvement costs will be considered
Term	A range of term lengths will be considered, dependent upon operating scenarios and level of capital investment
Site Tours	Thursday, Nov. 28, 2-5 p.m. and Wednesday, Dec. 12, 2012 2-5 p.m.
Response Deadline	February 15, 2013, 5 p.m.
NPS Contact	Katharine Arrow Golden Gate National Recreation Area Building 201 Fort Mason, San Francisco, CA 94123 415-561-4971 | Katharine_arrow@nps.gov

Introduction

The National Park Service ("NPS") at Golden Gate National Recreation Area ("GGNRA") announces a Request for Expression of Interest ("RFEI") for the operation of the Historic Boat Shop and Marina within Fort Baker. This is an opportunity for interested parties to share their ideas for joining a community of National Park Service partner organizations at a former Army installation located on a spectacular site adjacent to the Golden Gate Bridge.

GGNRA is interested in a partnership to develop a maritime recreation center within the facilities at this site in order to provide a diverse mix of programs and services including, but not strictly limited to, the following:

- Public educational programs that include maritime themes of boatbuilding and sailing
- Public marina with a mix of slips and buoys that accommodates up to 60 boats primarily for day use and community programs
- Food and beverage services
- Event venue
- Small convenience store
- Restrooms

Purpose of RFEI

The purpose of this RFEI is to identify and engage, through a non-binding public process, entities with the potential interest and capacity to develop and operate a public maritime recreation center at a premier waterfront destination at Fort Baker.

The NPS is interested in gathering operating concepts for achieving its desired mix of activities as noted above as well as new ideas for the maritime recreation center, consistent with the 1999 Fort Baker Plan, which is an amendment to the 1980 GGNRA General Management Plan, and Final Environmental Impact Statement ("FEIS"). The Fort Baker Plan called for the reuse of the Historic Boat Shop as a waterfront center offering community programs, services and activities. Under the Fort Baker Plan, the marina would be converted to public facilities with a combination of mooring buoys and slips for short term use. Therefore, the NPS is also seeking RFEI responses that specifically address how a partner would transition the marina from its current operational configuration to one that is consistent with the Fort Baker Plan and FEIS and also maintain a viable overall operation.

Benefits of Response to RFEI

There are a number of benefits to formally responding to the RFEI, such as:

- Orientation to the Fort Baker Historic Boat Shop and Marina, including technical information and use opportunities. This will help respondents comprehensively evaluate operating prospects as well as prepare for any future formal selection process.
- Opportunity to provide NPS with operational concepts for the Fort Baker Historic Boat Shop and Marina.
- Receipt of a summary of responses to the RFEI.
- Option to be informed about Fort Baker opportunities. By establishing interest now, respondents will be contacted in the event of a competitive process leading to partner selection.

Details about the RFEI process, deadlines and submission requirements are provided in the RFEI Process and Submission Requirements sections at the end of this document.

The Site and Facilities

Fort Baker

The Historic Boat Shop and Marina facilities are located at the northeast corner of Horseshoe Bay in Fort Baker; south of Sausalito, California and adjacent to the north tower of the Golden Gate Bridge. Nestled against the leeward flank of the Marin Headlands, the scenic setting of the facilities is stunning.

The U.S. Army post at Fort Baker was developed around the turn of the 20th century as part of the extensive seacoast fortification network of the San Francisco Bay. The nine batteries and the support structures built for the garrison represent a particularly fine example of military architecture, fortification technology, and history in the first half of the twentieth century.

The 335-acre site is a bowl-shaped valley and includes 183 acres of tidelands, featuring more than a mile of relatively pristine rocky bay shoreline and the 10-acre breakwater-protected Horseshoe Bay. Habitat protected for the federally endangered mission blue butterfly and the natural values of the surrounding open space and hillsides also contribute to the site's significance and to the peacefulness that characterizes Fort Baker. In recognition of Fort Baker's significance and integrity, it was entered into the National Register of Historic Places as a Historic District in 1973. It was transferred in 2002 to GGNRA, one of the country's most prominent urban parks.

cavallopoint
the lodge at the golden gate

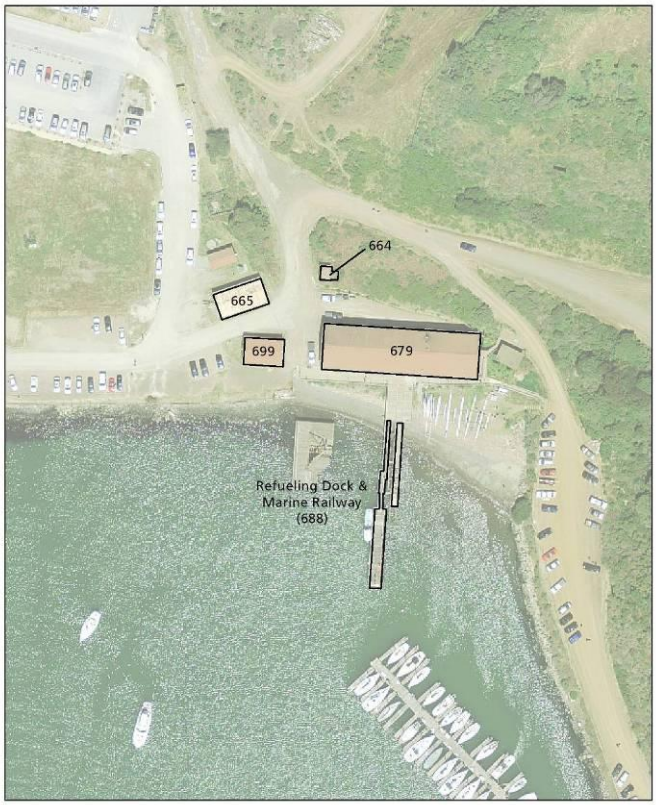
Fort Baker is home to other GGNRA partner organizations that have made significant contributions to site redevelopment in the past decade and add to the array of visitor opportunities onsite. As an example, **Cavallo Point Lodge** at Fort Baker is a destination park lodge offering accommodation, dining, and spa services. The Lodge also provides premier conference, retreat, and meeting space with a special emphasis placed on convening leaders on environmental issues. A leader itself in sustainability, the Lodge is one of the only LEED Gold certified national park lodges in the country.

Adjacent to the Fort Baker Historic Boat Shop is the **Bay Area Discovery Museum**, an interactive children's museum designed to engage participants in creative thought and exploration of their environment and surrounding communities. It is the only children's museum in the country located within the boundaries of a national park.

Bay Area Discovery Museum

Historic Boat Shop and Marina

The facilities and structures described herein and depicted in the image below are proposed for inclusion in an authorization to operate the maritime recreation center.



Current Operation

The Historic Boat Shop and Marina have a long history of serving the military community. The facilities are presently occupied and managed as a recreation facility by the U.S. Air Force, under the direction of the 60th Force Support Squadron out of Travis Air Force Base, operating under a limited-term Special Use Permit.

The existing operation offers services to military personnel as well as members of the public. The 60th Force Support Squadron manages the 60-berth marina in collaboration with The Presidio Yacht Club, a social organization under the sponsorship of Travis Air Force Base. Membership is available to active duty, reserve military forces, retired military, and to civilians with endorsements from club members. Other onsite activities include sailboat rental and sailing lessons, operation of the guest dock, boat storage and repair for authorized vessels, operation of a small lounge providing limited food and beverage service(including alcoholic beverages), and a small event venue with a catering kitchen.

HISTORIC BOAT SHOP -
Boat Repair Shop

Historic Boat Shop-Building 679

The maritime recreation center will be anchored by the 8,250 gross square foot Historic Boat Shop. The facility was built in 1941 to service the mine- and anti-submarine small boat fleet helping to protect San Francisco Bay. The main building was converted and expanded in 1957 to a combination boat shop and lounge, which is the building's current configuration. The majority of the building contains the boat repair shop but the footprint also includes a dining room and kitchen on the ground floor, utilized as meeting and event space with a current capacity of 150, and a bar and lounge on the second floor with a small kitchen and current capacity of 81.

HISTORIC BOAT SHOP –
Event Venue

HISTORIC BOAT SHOP –
Event Venue Kitchen

HISTORIC BOAT SHOP –
Lounge/Food & Beverage

Marine Railway and Refueling Dock
Building 688

The historic marine railway remains functional and integral to boat repair operations and related programs onsite.

Guest Dock
The Guest Dock is non-historic, but key to the marina and programmatic operation. It requires significant investment or possibly reconstruction.

60 Berth Marina
Berth conditions vary significantly, but an estimated 60 slips are in use by the current operator. As noted above, the Fort Baker Plan and FEIS calls for the marina to be converted to public short-term use for up to 60 boats served through a combination of mooring buoys and slips; the specific numbers of each may be further developed by this RFEI process and will be determined by NPS prior to authorizing operation of the maritime recreation center.

Storage Sheds
Buildings 664, 665, 699
A 1,200 square foot Storage Shed and 864 square foot Workshop are included in the proposed footprint for the maritime recreational center, both of which retain historical significance and have been used to support the Historic Boat Shop operation. A third very small storage kiosk would also be part of the facility assignment.

Facility Improvements

The facilities are likely to be offered "as-is", and will require substantial improvements in order to meet contemporary NPS program, historic preservation, environmental, accessibility and life-safety code requirements. A preliminary condition assessment by NPS identified a range of necessary capital improvements, including, but not limited to, seismic retrofit, accessibility improvements and other repairs to the Historic Boat Shop, a new steel roof, painting and lead-

based paint remediation for the Storage Shed, replacement of the Guest Dock, removal of at least some existing slips and site and utility infrastructure upgrades. Furniture, Fixtures and Equipment would not be provided with the property, and additional upgrades may be required in order to meet proposed operating objectives. NPS estimates that the costs for facility improvements will exceed $1.5 million. This estimate does not include costs for improvements to the existing 60 Berth Marina, as the scope and scale of such improvements are to be more clearly defined through the RFEI process and subsequent analysis and planning. Specific conditions and details regarding all facility repairs, maintenance and capital improvements would be negotiated prior to awarding an authorization.

Utilities

Utility infrastructure serving the Boat Shop building was improved by NPS in 2004-2008 as part of a Fort Baker-wide program. PG&E provides electrical service, AT&T provides telecommunications service, and NPS provides gas, water, and sewer utility services.

Site Improvements and Satterlee Road

NPS expects to modify the existing roadway circulation, pedestrian access, and parking in the area serving the Boat Shop and Marina as part of a major Satterlee Road project now anticipated for construction in 2013-2014. The project scope includes a new, all-weather access road and formalized parking in the zone now serving as shore access points to the rental berths.

General Management Objectives & Constraints

GGNRA has a number of overarching objectives for the maritime recreation center. Respondents should consider the following elements in their responses:

- Public access and activities onsite
- Maritime-based programs emphasizing education and integrated interpretation of maritime history and targeting outreach to ethnically and socioeconomically diverse or underserved communities to the greatest extent practicable
- Affordable programs and services for the public
- Financially sustainable operation
- Environmentally sustainable operation
- Integrated National Park Service identity onsite
- Programs and services that complement rather than compete with offerings by existing Fort Baker partners and provide alternative experiences at differing price points

Partnerships and/or Consortiums

NPS anticipates that an interested party may need or desire to partner with one or more other organizations to fully realize all program goals. NPS is interested in such approaches to fulfilling the vision for the site, thus potential partnership structures and/or arrangements should be described within the response to this RFEI.

Uses of federal land must be authorized by and comply with applicable laws. Uses of federal land under NPS management must also meet certain criteria. For the Historic Boat Shop and Marina, this means that proposed operations must:

- Not result in degradation of the purposes and values of the park area;
- Be compatible with the programs of the NPS;
- Be consistent with the purposes established by law for the park area in which it is located;
- Ensure the preservation of all historic property involved with the proposed use.

About the National Park Service

America's National Park Service was created by Congress to "conserve the scenery and the natural and historic objects and the wild life therein, and to provide for the enjoyment of the same in such a manner and by such means as will leave them unimpaired for the enjoyment of future generations," and that its resources should be "preserved and managed for the benefit and inspiration of all the people of the United States." Therefore, the NPS has as its overall mission the preservation and public enjoyment of significant aspects of the nation's natural and cultural heritage. To learn more about the NPS, visit the website at **www.nps.gov**

Golden Gate National Recreation Area

GGNRA Mission Statement

The Park's mission is to preserve and enhance the natural, historic and scenic resources of the lands north and south of the Golden Gate for the education, recreation and inspiration of people today and in the future. In the spirit of bringing national parks to the people, it reaches out to a diverse urban community, promotes the richness and breadth of the national park system to many who are experiencing a national

The Golden Gate National Recreation Area constitutes one of the largest urban national parks in the world. GGNRA was established in 1972 as part of an effort to make national park resources accessible to urban populations and today it encompasses over 80,000 acres of land within San Francisco, Marin, and San Mateo counties, including 75 miles of ocean and bay shoreline. GGNRA is a popular destination within the National Park System, receiving over 16 million visitors annually. It contains a variety of historical and natural assets, including the unique resources Alcatraz Island, Fort Mason, Fort Point, the Marin Headlands, and Muir Woods National Monument. Additionally, GGNRA is comprised of 19 separate ecosystems and is home to 1,273 plant and animal species. There are extensive opportunities for recreational activities throughout the Park. To learn more about the GGNRA, visit the website at www.nps.gov/goga.

RFEI Process

Registration and Site Tours

Please register at the website in order to view Supporting Documents, to receive updates and additional information. Click the link **www.nps.gov/goga/parkmgmt/rfei.htm** and then **REGISTER**, fill out the pop up form with the subject "Request For Expressions of Interest". Be sure to include your name and address. In the "message" field, include your name and company name if applicable. Those unable to register electronically may call or write the RFEI project manager to receive a copy of the RFEI by US Mail.

Tours of the offered property will be held on Thursday, Nov. 28, 2-5 p.m. and Wednesday, Dec. 12, 2012 2-5 p.m. NPS staff will allow access to the interior of the facility during this time. Any parties that wish to attend the scheduled site visit should contact Katharine Arrow at Katharine_arrow@nps.gov or 415-561-4971 to provide their name, organization, phone number and email address in order to make a reservation.

Submission of Expressions of Interest

The deadline for responses is February 15, 2013, 5 p.m. See next section for submission details.

NPS Review of Submissions

The NPS will carefully review submissions for organizational and operating concepts to be developed further, and it may consider all or part of the concepts from one or more responses to the RFEI. This may result in a competitive process through a request for proposals advertised to

the public or, if appropriate and under limited circumstances, it may result in a non-competitive selection of a government agency or a non-profit organization (recognized as such by the Internal Revenue Service). The precise process for soliciting and selecting a future operator is still to be determined and may vary depending upon the authorizing instrument selected, the prospective operators and potential operating scenarios. Ultimately, NPS anticipates negotiating a long-term authorization for development and operation of the maritime recreation center.

Submission Requirements

Proposals submitted in reply to this RFEI should respond fully and accurately to the specific questions and/or prompts in the format described below. Please label your responses correspondingly and submit two (2) original copies of your response to NPS at the address noted in the RFEI Summary section no later than February 15, 2013, 5 p.m.

Proposals may not exceed 20 pages total and should include the following at a minimum:

1) **Transmittal Letter**
   If more than one organization is sponsoring this response, provide information for each entity and indicate the lead organization. Transmittal letters should include the following:
   a) Name of submitting organization(s).
   b) Contact information for person(s) authorized to represent the submitting organization(s).
   c) Brief description of organization(s), including legal structure, purpose or mission and current programs or services offered.

2) **Operational Concept for the Maritime Recreation Center**
   a) Summary of the proposed operation.
   b) Description of all proposed programs and services offered, including target visitor populations, number of visitors served. At a minimum, responses should specifically address the public program and service areas described in the RFEI Introduction section per the GGNRA Fort Baker Plan and FEIS. They are as follows:
      i. Public educational programs that include maritime themes of boatbuilding and sailing
      ii. Public marina with a mix of slips and buoys that accommodates up to 60 boats primarily for day use and community programs
      iii. Food and beverage services
      iv. Event venue
      v. Small convenience store
      vi. Restrooms
   c) Proposal for transitioning the marina from its current operational configuration to one that meets the goals of the Fort Baker Plan and FEIS, which calls for a reduction in the number of slips available for rent and greater emphasis on day use and short-term

mooring. Include strategies for maintaining the marine recreation center's financial viability while reducing the number of long term slip rentals over a ten (10) year period, and indicate if a minimum number of marina slips would be necessary to support overall viability of the operation.

d) Description of potential partnership or consortium and operating roles, if applicable.
e) Comment on any other special requirements or considerations.

3) Facilities and Site Management

a) General description of facility and site improvements necessary to realize the proposed operational concept for the maritime recreation center.
b) Description of organization's management and financial capacity to carry out the capital improvements, including rough cost estimates, financial constraints and phasing as applicable.

4) Financial Information

a) Financial summary for submitting organization(s), including a brief description of major revenue and/or funding sources.
b) Conceptual-level description of financial structure for proposed use. It can be stated in broad terms, but should include a financial assessment and budget for individual operating departments within the maritime recreation center. Description should include general design for capital investment and/or cash compensation to NPS as well as other anticipated requirements, such as need to phase-in or phase-out operations, authorization term in years, etc.

OPTIONAL SUBMITTAL INFORMATION

5) Comments on Proposed Terms and Conditions

The following terms and conditions may be included as part of an authorization for operation of the maritime recreation center. The information is included to provide respondents with an opportunity to comment on these items so that the NPS may better understand the impact of certain terms and conditions for use and occupancy.

a) The National Park Service will provide the buildings and marina facility "as is" to users under the terms of a formal authorization. Tenant may be expected to rehabilitate buildings for occupancy and accomplish marina refurbishment; these costs could be offset by rent abatements.
b) Tenant will pay a fair market rent for facilities.
c) The authorization term will likely be 10 to 20 years, but may be longer depending on the cost of the facility rehabilitation or other factors.
d) The tenant may not construct new buildings or structures on property except in limited circumstances;
e) Appropriate provisions will describe and limit the type of activities that may be conducted on the property.

6) Confidentiality of Response (Optional)

If you believe that a response contains trade secrets or confidential commercial and financial information that you do not want to be made public, please include the following sentence on the cover page of each copy of the proposal:

> "*This proposal contains trade secrets and/or confidential commercial or financial information that the Applicant believes to be exempt from disclosure under the Freedom of Information Act. The Applicant requests that this information not be disclosed to the public, except as may be required by law.*"

In addition, you must specifically identify what you consider to be trade secret information or confidential commercial and financial information on the page of the proposal on which it appears, and you must include the following sentence on each such page:

> "*This page contains trade secrets, or confidential commercial or financial information that the Applicant believes to be exempt from disclosure under the Freedom of Information Act, and which is subject to the non-disclosure statement on the cover page of this proposal.*"

Information so identified will not be made public by NPS except in accordance with the requirements of the Freedom of Information Act.