



**NATIONAL PARK SERVICE
GOLDEN GATE NATIONAL RECREATION AREA
FORT BAKER HISTORIC BOAT SHOP AND MARINA
REQUEST FOR EXPRESSIONS OF INTEREST
PROPOSAL SUMMARIES**

Introduction

On November 15, 2012, Golden Gate National Recreation Area (GGNRA), a unit of the National Park Service (NPS), issued a Request for Expressions of Interest (RFEI) for the Fort Baker Historic Boat Shop and Marina located at the east waterfront of Horseshoe Cove at Fort Baker in Marin County, California. The purpose of the RFEI was to invite interested parties to provide non-binding operating concepts for the management of a public maritime recreation center within the premises.

Respondents were provided three months to submit their responses to the RFEI, which were due to NPS on February 15, 2013. The opportunity was publicly offered through the GGNRA website and FedBizOpps as well as marketed through direct interest calls, e-mails, and two public tours.

For additional information about the Fort Baker Historic Boat Shop & Marina, the RFEI process and supporting materials, visit <http://www.nps.gov/goga/parkmgmt/rfei.htm>.

PROPOSAL SUMMARIES

Several complete and partial proposals were received along with support letters for some proposals. The RFEI indicated that a summary of these proposals would be provided to interested parties. Due to the range of detail as well as confidential information provided in proposals and letters of support, NPS requested brief proposal summaries directly from each respondent in order to provide this information publicly. NPS has not edited the summary submittals, which are included below in alphabetical order according to the respondent.

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THE FORT BAKER WATERFRONT PARTNERS LLC

The Fort Baker Waterfront Partners LLC, a partnership between Equity Community Builders, Passport Resorts, Cavallo Point Lodge, the Golden Gate National Parks Association, and other individuals committed to furthering the mission of the NPS and the GGNRA, proposes to rehabilitate the historic Fort Baker boathouse and marina in a manner consistent with the goals set forth in the original 1998 Fort Baker Plan and 1999 Final Environmental Impact Statement.

Those documents outlined a vision for the Fort Baker waterfront as a center for “community meeting and program space with supporting food and beverage service, bicycle rental, restroom and other visitor activities.” The Fort Baker Waterfront Partners propose to fulfill that vision by rehabilitating the boathouse and adjacent buildings into a variety of meeting and gathering spaces, a general store, a bar and grill, and a public serving marina. Utilizing the management capacity of nearby Cavallo Point Lodge, the operationally efficient Boathouse will be able to provide its offerings and amenities at the most affordable levels possible.

Specifically, the boathouse building will be converted into a public meeting space that will serve community groups, Fort Baker and GGNRA “park partners”- including the Institute at the Golden Gate, and other groups

needing more space than can be utilized at Cavallo Point Lodge’s facilities. The new bar and grill will be placed on the ground floor, ensuring the most safe and accessible pathway to the facilities and the most historically compatible design possible to capture the dramatic views of the Golden Gate bridge, given the need to rehabilitate the building within the limitations set forth in the Secretary of the Interior’s Standards for Historic Rehabilitation. The adjacent sheds will be converted into a variety of compatible uses, including additional meeting space and a boatbuilding shop. The existing marina will be rehabilitated with a number of moorings for day visitors to the site. Repaired docks, serving those boats tying up with a “Mediterranean tie” to the moorings, will allow for easy access to the Boathouse facilities, and provide access to a water taxi service that will take visitors to and from various tourist destinations around the bay, including Alcatraz, Crissy Field, Sausalito, Pier 39, the Ferry Building, and AT&T Park. Both the Presidio Yacht Club and the Outrigger Club, long time tenants of the facilities, will remain.

Historic Tax Credits will be utilized in the financing of the project, and will be combined with equity from the partners. No debt is anticipated on the project.

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MARITIME HERITAGE CENTER

Proposal Submitted by Neal Holmlund, Individual Investor.

I propose to establish a new 501(c)(3) non-profit organization, with the mission of preserving the maritime heritage of the Fort Baker site and promoting awareness and utilization of traditional boats and boatbuilding skills. Community outreach will be conducted to identify, contact and convert prospective volunteers, members, and benefactors of the 501(c)(3) and execute a campaign to fund the facility improvements and operations. The boat shop will be renovated to establish a functional workshop on the lower floor, suitable for traditional boat building, restoration, and repair, with experienced staff providing classes and services to tuition-paying students and customers. A nautical museum will be created on the upper floor, focusing on archival materials from the original boat shop and related activities, and perhaps from other traditional boatbuilding facilities and naval architects on San Francisco Bay. The lower floor will contain a specialty coffee shop with outdoor seating and selling boatshop-logo apparel and nautical-themed items and books. The existing docks will be repaired and a small fleet of traditional sail and row boats will be established in the marina, to enable learn-to-sail/row classes for the public. The fleet will be maintained by the boat shop. Traditional boat owners will be offered attractive docking rates to encourage day and longer-term use. A dry-storage area will be established for small sailing and rowing craft. The Center will sponsor annual “signature” events, including a wooden boat festival and show, a small-boat multi-day regatta for traditional sailing and rowing vessels, and family “build-a-boat” days. Co-promotions will be established with the Bay Area Discovery Museum and Cavallo Point Resort if there is interest from those organizations. The minimum lease term is expected to be twenty years.

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MARINSPACE

MarinSpace, founded in 1988, exists to provide other nonprofits with workspace and collaboration support tools that empower them to fulfill their missions and serve their communities. Our unique strategy brings together best practices in real estate, strategic planning, and nonprofit management. We provide real estate-related services to help create affordable, quality, mission-enhancing workspace. We provide business and planning services to support effective inter-organizational collaborations. Since 1998, we have owned and operated the 14,000 square foot Skyview Terrace Nonprofit Center, providing stable, affordable, mission enhancing space to dozens of local nonprofits. MarinSpace is in good financial health.

Our concept for the overarching purpose of the Ft. Baker Maritime Recreation Center would be to inspire, educate and immerse visitors in Ft. Baker's natural, cultural and historic environment, while preserving and protecting the site for future generations. This would be accomplished through providing financially sustainable recreational and educational programs and facilities focused on the aquatic and maritime features of the site.

In addition to continuing the existing food service and private event rentals, the site would be improved to provide the following public programs:

- Recreational Activities: boating, mountain biking, hiking, rowing and canoeing, kite boarding, and ocean kayaking. Possible program providers: The Tamalpias Outrigger Canoe Club, Bay Area Sea Kayaker's Association, Presidio Yacht Club, The Bicycle Works.
- Educational Programs: Classrooms, outdoor spaces, tall ships and research vessels would provide space for educational programs. Possible program providers: Bay Discovery Museum, Cavallo Point, United States Power Squadron and Sea Scouts, YMCA, Environmental Traveling Companions, NPS docent programs, Elder Hostel, Sailing Education Adventures.
- Specialized Boat Repair & Maintenance Facility: MarinSpace has discussed forging a partnership with the Richardson Bay Maritime Association (RBMA) in developing and managing this aspect of the Center.
- Visitor Center - Marine Heritage Museum, Store, Bait Shop & Commissary

The site would be managed through a Cooperative Partnership Agreement between a Master Developer/Lease Holder and a consortium of Management Partners (Harbor Master, Public Programs, and Private Events/Food Service). The Master Lease Holder would manage the capital improvement needs of the site under a long term lease (approx 20-35yrs) and provide ongoing asset and facility management services. The revenue from commercial endeavors (private events, foodservice, convenience store etc.) would subsidize most of the costs associated with the public recreation and educational programs.

Based on our organization's core capacity in creating and operating nonprofit co-location centers, MarinSpace would make an excellent development partner to complement the project's master developer. MarinSpace is uniquely qualified to act as the project's Public Program's Management Partner. We have over 20 years experience owning and operating financially viable, collaborative co-location projects. We have a unique knowledge of, and relationship network within, the nonprofit sector. And, we have a high functioning, vastly experienced, well respected Board of Directors complimenting our CEO who is a nationally recognized expert in the field of Multi-tenant Nonprofit Centers.

While not formally submitting as a team, MarinSpace has engaged in preliminary conversations with both Travis Air Force Base (TAFB) and the Richardson Bay Maritime Association (RBMA). Please refer to the TAFB and RBMA submittals for more information about these two organizations.

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PREMIER STRUCTURES, INC.

Improvements Planned - Improvements to the gangways and remaining docks, including ADA improvements; installation of buoys in proper locations; dredging to maintain the ongoing operations of the marina; repairs and upgrades the historic boat shop including structural repairs, utility system upgrades, accessibility improvements and interior renovations; site utility improvements (water, sewer, electrical); lodging buildings or tents; and site landscaping.

Specific Uses Proposed - Historic Boat Shop as a special event venue; marina and water taxi; food trucks; site improvements for weddings and special events; and a small number of modular lodging units.

Length of Term of Agreement – To be negotiated based on the capital investment required.

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RICHARDSON’S BAY MARITIME ASSOCIATION (RBMA)

On February 15, 2012, the Richardson’s Bay Maritime Association (RBMA) submitted a 17 page response to the NPS’s RFEI to partner with the Park Service and other groups in the creation of a Maritime Recreation Center at the Fort Baker Historic Boat Shop and Marina. Accompanying RBMA’s response are three drawings, two of which illustrate a conceptual plan for the proposed Maritime Center, plus a floor plan for a new Shower House. Also, included is a 29 page Appendix, noting local groups the RBMA suggests are well suited to provide additional services and activities to enhance the visitor’s experience and serve the Park’s mission for Fort Baker.

The RBMA proposes to establish at the Maritime Center the following uses & activities:

- A small Museum & Nautical Library featuring the maritime history of Richardson’s Bay & Fort Baker
- A Boat Works where boat builders, as part of a Boat Builder in Resident Program, will demonstrate the construction of small wooden boats and where boat building classes for adults and children will be offered
- A revolving floating display of original and replicas of historic boats, including a Fort Baker Mine Yawl.
- Host special events, lectures and films on maritime subjects

Partnering with the NPS and a master lease holder, such as Travis Air Force Base or another group primarily responsible for the facilities and marina, the RBMA would be part of a consortium of Management Partners. The Consortium may include the groups currently present at the site such as the Presidio Yacht Club, California Canoe & Kayak, Tamalpais Outrigger Canoe Club, San Francisco Board Sailing Association and the U.S. Coast Guard. New members of the Consortium may include along with the Golden Gate National Parks Conservancy, Marin Space, Sailing Education Adventures, SF Bay Adventures, Spaulding Wooden Boat Center, Cass Gidley Marina/Sausalito Community Boating Center, Call of the Sea, and the Sausalito Historical Society. Lease terms and duration would depend on the level of investment. The RBMA welcomes the opportunity to join with the National Park Service and other groups to preserve what is best at Horseshoe Cove and create new uses and activities that serve the Park Service’s mission for Fort Baker.

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TRAVIS AIR FORCE BASE

Travis Air Force Base submitted a proposal to keep and enhance the Travis Marina at Fort Baker. Travis AFB is looking to partner with the Presidio Yacht Club (PYC), Richardson’s Bay Maritime Association (RBMA), California Canoe & Kayak (CC&K), the Tamalpais Outrigger Canoe Club (TOCC) and the Golden Gate National Recreation Area (GGNRA).

The Travis Marina will offer the following programs and services: sail training, weekly entertainment, food and beverage service, banquet rooms for private/corporate functions, 200 member yacht club, slip and/or mooring rentals, boat building classes and demonstrations, classrooms for educational classes, Sea Scout classes, kayaking, canoeing, fishing, biking, wind surfing, restrooms, nautical library and resources, maritime museum, water taxi service and a convenience store or small visitors center.

Travis Air Force Base will make the following improvements: renovate/retrofit the existing boat shop and two smaller buildings to accommodate future services and operations, establish a small maritime museum and nautical library, demonstrate and showcase wooden boat building, create a small convenience store and/or visitors center, improve landscaping/signage/lighting, offer more maritime classes and services to the visitors, increase food operations and hours, upgrade the indoor restrooms and consider funding public restrooms outside the facility, install moorings if necessary, continue repairs on the dock until funding can be acquired for replacement, provide HAZMAT remediation, preserve the historic structures and bring up to current building, health and seismic code regulations.

Travis Air Force Base is requesting a term lease of at least 50 years or more due to the amount of capital investment and scope of the proposed development.

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Next Steps in Project Development

NPS is in the process of evaluating the proposals to determine if one or more proposals address the requirements and goals of the RFEI and assessing subsequent options for project implementation. As noted within the RFEI in relation to NPS rules, regulations and policy, such options may include direct agreement negotiations with nonprofit or government entities or issuance of a Request for Proposals (RFP) to allow RFEI respondents and additional interested parties the opportunity to further develop and formalize their proposals.