Request for Proposal:

Lake Merced West

Presented by:
Lake Merced Recreation LLC
1925 Francisco Blvd. East
San Rafael, CA 94901
415-461-2222

Presented to:
The City of San Francisco
Recreation and Park Department
501 Stanyan Street
San Francisco, CA 94117
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Lake Merced Recreation LLC  
1925 Francisco Blvd. East  
San Rafael, CA 94901  

June 1, 2016  

Cassandra Costello, Property Manager  
Recreation and Parks Department  
501 Stanyan Street  
San Francisco, CA 94117  

Re: Request for Proposals for the Development and Operation of Lake Merced West  

Dear Cassandra Costello and the Selection Panel,  

Thank you for the opportunity to submit a proposal for the development and operation of Lake Merced West. Lake Merced Recreation LLC is excited about this incredible opportunity and we are committed to establishing a long term partnership with the Recreation and Parks Department and the public.  

I hope you find that Lake Merced Recreation LLC possesses the most breadth and experience in operating a multidisciplinary recreation company and that we are the most qualified respondent to enhance the public enjoyment of the property. Finally, we hope to demonstrate that we have the business experience, financial ability, and best vision for Lake Merced West.  

If you have any questions or concerns or would like to schedule an interview, please feel free to contact me anytime.  

Sincerely,  

[Signature]  

Jay Ganjí  
jay@lakemercedrec.com  
415-461-2222
Proposal Summary

Lake Merced Recreation LLC is pleased to submit a proposal for Lake Merced West to operate a commercial recreation center with a wide range of high quality recreation opportunities for the community. It is a proposal which aims to be as inclusive as possible for all members of the public including various interest groups. We feel our proposal meets or exceeds the RFP’s objectives and will provide exceptional value to the community. Our leadership and development team have the operational experience and financial capability to make Lake Merced West a premier recreation destination in San Francisco.

The following is a brief summary of the full proposal. For more detailed information, please see the full proposal.

Environment and Compatibility
Our plan is designed to take advantage of the amazing natural resource that exists at Lake Merced and to enable visitors to participate in a variety of recreation opportunities. Set within a recreation landscape and surrounded by rolling hills and incredible lake views, we plan to create a destination that maintains open space and has a park-like, farm-like, country atmosphere. It will be a place where the health of the environment and people are a top priority.

We have a plan to ensure a sustainable development project and ongoing sustainable business practices. The activities that we are proposing will only be non-polluting, human-powered, healthy activities and will have little to no impact on the environment. Our development partner has the experience to ensure that the watershed is protected during the development phase.

Proposed Activities/Facilities
Lake Merced Recreation LLC is proposing to offer to develop and operate a multidiscipline recreation center that is not only realistic, but financially viable and welcomed by the public. The proposed activities and facilities are appropriate for the surrounding area and in line with the property objectives set forth in the RFP. Our proposal includes the following activities and facilities:

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<tr>
<th>Activities</th>
<th>Facilities</th>
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<tr>
<td>Kayaking</td>
<td>Restaurant</td>
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<tr>
<td>Paddleboarding</td>
<td>Registration / Retail / Rental store</td>
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<td>Rowing (optional)</td>
<td>Classroom / Meeting Room</td>
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<td>Fitness Training</td>
<td>Garden House &amp; Classroom</td>
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<td>Bocce Ball Courts</td>
<td>Farmer’s Market</td>
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<td>Biking</td>
<td>Administration Building</td>
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<td>Yoga</td>
<td>Non-Profit Bike Shop</td>
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<td>Gazebo / Picnic Area</td>
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<td>Fishing</td>
<td>Boat Dock</td>
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<td>Picnicking</td>
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<td>Team Building</td>
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<td>Gardening</td>
<td>Multipurpose Field</td>
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<td>Field Sports</td>
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<td>Birthing</td>
<td>Administration Building</td>
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<td>Fitness Room</td>
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<td>Public Restrooms</td>
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Additional activities and relationships that are supported by our offerings include school field trips, interpretive natural history tours, non-profit and educational uses, small events / get-togethers, corporate team building, fitness workouts, personal trainer partnerships, and fishing opportunities.

Optional Activities / Facility
- SFRPD Boathouse
- Rowing or Dragon Boating and Boathouse

All of the above activities and facilities have been chosen specifically to encourage general public participation and to be complimentary to the surrounding watershed resources. The activities and facilities encourage all persons regardless of age, fitness level, experience, or ability to participate in a number of recreation activities.

We plan to partner with various small business recreation and fitness leaders in San Francisco to rent out some of the facilities for yoga classes, personal training, dance classes, fitness workouts, etc. We will also work with social activity groups to provide them with a variety of fun recreation options at the property. In addition, we will work with the large number of San Francisco start-up companies and corporate entities to be their destination for small recreation team building activities and meetings.

Lake Merced Recreation LLC will also reach out to non-profits, environmental groups, schools, and educators in order to assist them in reaching their goals.

Development Partners
The San Francisco architectural firm Polytech Associates Inc. has been chosen to help Lake Merced Recreation LLC design and plan for the development of Lake Merced West. This woman owned organization is one of San Francisco’s largest architect firms and has been involved with many prominent sports center design projects throughout the Bay Area and Northern California.

Through Lake Merced Recreation LLC’s joint partner Paul Foley, we plan to work directly with his company Greener Excavations and Construction Inc. for many development components of the project. For more information about our joint venture partner please see the full proposal.

We have also been working with the San Francisco general contracting company Rossi Builders and consider them a candidate for this project. Founded in 1934 and still family owned and operated, Rossi Builders have strong roots in San Francisco. Rossi Builders’ professional team specializes in all types of commercial construction and is a great fit for this project.

To ensure our project and business practices are LEED compliant, we will contract with Stillwater Consulting. They will assist us in our goal of sustainable development and business practices.

Execution
Lake Merced Recreation LLC will refurbish and utilize the existing building structures and will construct a limited number of new buildings. We will execute our development plan in three stages and over a four year period. Each stage will expand and rely on the infrastructure of the previous stage.

**Stage 1:** The first stage is focused on getting core facilities and activities operational at the Eastern part of the facility. Priorities include: Installing a dock, building a small kayak and paddleboard boathouse,
rehabilitating the existing clubhouse, the caretaker’s house, and the former rifle range building, providing public restrooms, and creating a small roadway.

Within these facilities we will offer kayaking and paddleboarding rentals, classes, and tours, and public storage, a community bike facility, recreation equipment rentals, classroom sessions, team building events, a meeting room, and a farmer’s market. In addition, the former rifle range will be transformed to a restaurant and bar in order to serve our visitors.

**Stage 2:** This stage includes rehabilitating the studio fitness room and introduces the open field, yoga platforms, birding observatory, group picnic areas, and paths to reach these areas.

**Stage 3:** This stage expands our offerings with the installation of three bocce ball courts, many community garden plots, and the installation of an amphitheater and fishing pier. At this stage we will also refurbish the former Trap House and convert it to the Garden House.

**Public Access**
Throughout the stages of development there will be an increasing number of publically accessible amenities free of charge. We will not charge entrance fees and the public will be able to freely move about the premises to enjoy its offerings. The access will be similar to most municipal parks.

**Management**
The management is led by two Bay Area entrepreneurs Jay Ganjei of Outback Adventures and Paul Foley of Greener Excavations & Construction Inc.

Jay Ganjei is a top outdoor recreation leader in the Bay Area and has been in the outdoor industry for 22 years. His company, Outback Adventures has been in operation for 17 years and its management is well versed in all aspects of recreation programing, guiding, rentals, and retail operations. One of Outback Adventures’ specialties is watersport activities and they operate three on-water kayak and paddleboard rental and instructional facilities in the Bay Area. Outback Adventures also operates two retail and gear rental stores and one very active guide service. Based on these qualifications and others, Mr. Ganjei is uniquely qualified to develop and manage a variety of recreational activities at Lake Merced.

Paul Foley owns Greener Excavations and Construction Inc. and will be a great partner due to his construction experience and entrepreneurial drive. Since 2005, Paul has been providing excavation and construction services that are friendlier to the environment. He manages a crew of 18 and is currently working on an 8-9 million dollar project through his other company CLM Builders. As an entrepreneur, Paul is innovative and works hard to make businesses succeed.

**Financing**
Capital improvements will be funded by the joint venture partners, investors, and a lending institution. The largest capital expenditures will occur during Phase 1 of the project which we estimate to have a pre and post development costs of 1.9M. After Phase 1, we will either fund subsequent phases through our revenues or through a lending institution. Ongoing maintenance will be funded through revenues.
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Project Proposal

Lake Merced Recreation LLC plans to develop and operate a premier recreation destination in San Francisco by providing their experience in park services, retail sales, rentals, trips, classes, land development, construction, business management, and their long history of entrepreneurship.

Management Plan and Leadership

Due to the nature of this opportunity and the requirements and qualifications set forth in the RFP, we recognize that a joint venture approach is needed to be a successful operator. Lake Merced Recreation LLC is a joint venture with Jay Ganjei of Outback Adventures and Paul Foley of Greener Excavations & Construction Inc. These two entrepreneurs have come together to leverage each other’s strengths and to bring their expertise to the Lake Merced West opportunity.

Outback Adventures, Joint Venture Partner

Outback Adventures was started in 1999 specifically as an outdoor adventure company specializing in renting outdoor sporting equipment and providing guided trips and classes in a variety of outdoor recreational disciplines. Throughout that time Outback Adventures has expanded into some retail operations, but the bulk of our operations are still primarily focused on rentals, trips, and instruction just as it was when they started 17 years ago. Ever since their beginnings, their mission has always been to enable and encourage the public to enjoy the great outdoors.

Outback Adventures is arguably the most experienced outdoor recreation rental outfitter throughout the Bay Area and they guide and instruct a large share of all commercial outdoor adventure trips and classes in the Bay Area. They are one of the longest operating private outdoor recreation leaders in the Bay Area. Their experience in the outdoor gear rental business is second to none and has led to a successful business and refined policies and procedures that work well. Due to their guided operations on public lands, they have a long history of working with many different government agencies and land managers to obtain commercial use permits.

Outback Adventures management is very well positioned to manage the Lake Merced West property due to their focus on watersports and their experience in multi-sport recreational activities. Outback Adventures not only sells kayaks at two retail locations, but they also operate three on-water recreation facilities in the Bay Area. At both of these locations, Outback Adventures rents equipment and conducts trips and classes for kayaking and paddleboarding.

One of these two locations is in Marin County where they have operated for the past 11 years. Recently, Outback Adventures opened a new Marin location at the mouth of Gallinas Creek near China Camp State Park and on the San Francisco Bay. This location offers self-guided kayak and paddleboard rentals for use on the inland waters. At this location, Outback Adventures also consistently books kayaking and paddleboarding classes and tours and is fully equipped to handle everything from small youth camps to large corporate outings.

Another on-water facility operated by Outback Adventures is located at Stevens Creek Reservoir in Cupertino, a 92 acre non-power boating reservoir. This popular South Bay watersport rental and instructional facility is operated under a concessionaire permit issued by Santa Clara County Parks and by special permit from the Santa Clara County Water District. Fortunately, Outback Adventures has been awarded a yearly renewal for this watersport concession for the past 14 years. Before Outback
Adventures began operating at Stevens Creek Reservoir, the main reservoir parking lot was rarely seen active. Through Outback Adventures marketing efforts and consistently high quality services, the reservoir and parking lot are now very busy on summer weekends.

Outback Adventures’ third on-water recreational facility is located at Del Valle Regional Park, an East Bay Regional Park in Livermore. At Del Valle, Outback Adventures offers a wide range of recreation options to park visitors. Their high volume (200+ patrons/weekend day) rental facility offers kayaks, paddleboards, bikes, and picnic games such as volleyball sets, bocce ball, and horseshoes. By offering a diverse set of recreation items, Outback Adventures is able to serve more park visitors and give additional options to that of their popular kayak and paddleboard offerings. Outback Adventures received this concession agreement through a competitive RFP process and has since exceeded their estimated RFP sales projections.

In addition to renting kayaks and paddleboards at three on-water locations, Outback Adventures also rents outdoor sporting equipment on a take-away basis from two retail store locations. At these retail stores, they also rent skis, snowboards, camping gear, mountaineering equipment, backpacking gear, and many accessory items. They are the biggest and most comprehensive outdoor gear rental operation in the Bay Area. Managing, maintaining, and purchasing their large rental fleets require a lot of experience and knowledge from industry professionals like Outback Adventures.

Outback Adventures reports that a large number of San Francisco residents often travel to their Fremont or Marin store locations to rent a variety of outdoor sporting equipment. If selected for this opportunity, the outdoor recreation community of San Francisco would most certainly welcome their presence.

Since Outback Adventures currently operates two retail stores and has occupied five retail spaces over the years, they know what it takes to construct and build-out a new business space and how to start a business at a new location. Please see the attached images showing Outback Adventures’ various retail store construction build outs.

Please also see their website at www.outbackadventures.com for additional information.

**Experience Working with San Francisco Recreation and Park Department**
Outback Adventures is 12B-compliant firm for the City of San Francisco (no. 83596) and has done past business with San Francisco Recreation and Parks. Outback Adventures shares the same goals as SFRPD and understand their needs. Outback Adventures conducted kayaking and paddleboarding programs for the youth of San Francisco during the early development stages of Rec and Park’s outdoor adventure program. Outback Adventures has also provided the City with a rock climbing wall at a few of their events including an after school program and two Scare Grove events. You can still see photos of their trips on Rec and Park’s website at http://sfrecpark.org/recreation-community-services/rec-programs/.

**Outback Adventures Leadership**
**Jay Ganjei, Owner**
The leadership of Outback Adventures and Lake Merced Recreation LLC is headed by Jay Ganjei, owner of Outback Adventures for over 17 years. Outback Adventures was started after Jay obtained his degree in Environmental Studies from UC Santa Cruz and shortly after his 5 year tenure at an outdoor specialty
retail store in the Bay Area. Jay wanted to combine his passion for the environment with the experience he gained both in the outdoor retail business and in the many years spent as an avid outdoors person.

*The goal for Mr. Ganjei was to create a business that would make outdoor recreation easier, safer, more accessible, and more affordable to more people in hopes that people would appreciate, and then protect, the natural world they visit.*

Mr. Ganjei recognized that by both renting outdoor sporting equipment at affordable prices and by providing guide services, he could help achieve his goals. This idea, coupled with his experience and entrepreneurial drive, led to the development of Outback Adventures and a focus on outdoor guide services, instruction, and rentals.

Since that time Jay has developed, opened, and operated five Outback Adventures retail stores throughout the Bay Area. Each of these stores focused on providing a comprehensive list of outdoor rental equipment along with specialty retail sales of kayaks, paddleboards, backcountry skiing equipment, and outdoor gear repair services.

Not only is Jay the owner and an effective manager, but he is also an experienced guide and instructor who continues to be actively involved in teaching and recreation programming. He knows what it takes to be a safe and effective guide and understands how to structure curriculum and presentation to help students succeed.

Jay's education also includes college courses taken in Park Management. This, combined with his long history of working with various park agencies gives him a good understanding and special insight into the processes and challenges park agencies face. Jay’s experience in the outdoor industry now stretches 22 years and he is driven by his dedication to helping the public enjoy the great outdoors.

**Clay Breitweisser, Field Guide Operations Manager**
Clay Breitweisser is Outback Adventures Field Guide Operations manager. If Lake Merced Recreation LLC is awarded the Lake Merced West RFP, Clay will become our Activities Program Manager at Lake Merced and will work onsite.

For nearly twenty years Clay Breitweisser has been intimately involved in outdoor education, the outdoor industry, and the great outdoors. Throughout the years he has worked with some of the finest organizations in the world of outdoor adventure. His experience includes program development for multiple outdoor pursuits, the overseeing of guide service operations, management in outdoor retail, as well as professional guiding.

Among the many organizations he has been involved with include the National Outdoor Leadership School (NOLS), Camp Galileo, San Francisco Maritime National Park Association (SFMNPA), San Francisco Recreation and Parks Department (SFRPD), and Outback Adventures. Working with these institutions has provided him with a multitude of experiences and a well-rounded perspective of outdoor programming. As a NOLS Mountain Instructor, Clay was responsible for the safe passage of groups through mountainous wilderness as well as for the planning of classes and educational curriculum. Employed as an Outdoors Teacher at Camp Galileo, he interacted with 100 or more kids daily, as well as their parents. Clay’s experiences with SFRPD were extremely varied and included program development for youth and adults, with topics ranging from mountain biking to bird watching. Here he also oversaw a
staff of ten to fifteen employees and was responsible for recruiting and hiring, as well as staff training. Working as a deck hand and as a program educator for the SFMNPA taught him about the rigors of sailing in the San Francisco Bay as well as the history of the bay and its peoples. It is clear that Clay is uniquely qualified to provide San Francisco residents with top quality recreational programming.

At Outback Adventures Clay has gained a rich set of professional outdoor experiences, including working as a guide for rock climbing, sea kayaking, mountaineering, backpacking, and back country skiing. He served as Guide Service Coordinator and Chief Guide, where he was responsible for planning and staffing trips, maintenance and inventory of equipment, staff training, promotion, and program development. At Outback Adventures, Clay worked directly with land managers such as Point Reyes National Seashore and California State Parks regarding permits and land use issues. He also served as manager of Outback Adventures’ retail store in Larkspur as well as at the Outdoor Sports Center at Lake Del Valle, where he oversaw several staff and served at least 100-200 paddlers per day.

**Education and certifications:**

- National Outdoor Leadership School, Educators Course, Pacific Northwest
- National Outdoor Leadership School, Mountain Instructors Course, Wyoming
- American Canoe Association, Instructors Course
- Wilderness First Aid
- Level I Avalanche Awareness
- Leave no Trace Trainer Certification
- NOLS Risk Management Training
- PADI Open Water Diving Certification
- BA Geography, San Francisco State University
- Author of “Castle Rock Bouldering”, published under Rakkup Guidebooks

**Experience Working with Land Managers**

The leadership of Lake Merced Recreation LLC is well versed at working alongside various park agencies and special districts in order to meet the needs of public recreation. Outback Adventures has held many special use permits over the last 17 years and the following represents some of these permits held.

- Lassen Volcanic National Park
- Yosemite National Park
- Point Reyes National Seashore
- Castle Rock State Park
- Stevens Creek County Park
- Del Valle Regional Park, an East Bay Regional Park
- Pinnacles National Monument
- Santa Clara County Water District
**Greener Excavations & Construction Inc Joint Venture Partner**

Greener Excavations & Construction Inc. was started upon the concept that an engineering company can execute jobs to the highest standards, be competitive, and be environmentally conscious at the same time.

By adapting biodiesel to run on their heavy equipment and work trucks, Greener Excavations & Construction Inc reduced its business’ carbon footprint. Today their equipment is compliant with the stricter California emission standards for diesels. Greener Excavations & Construction Inc also offers demolition and deconstruction services where they reclaim and salvage usable materials. They promote and offer the salvage, reuse and recycling of as much material as possible on all of their projects. They are also experts in working on environmentally sensitive areas such as creeks, rivers, lakes, and around trees. Greener Excavations & Construction Inc is the perfect partner to reduce environmental impacts to the Lake Merced Watershed during the land development phase as well as during the building rehabilitation.

**Greener Excavations & Construction Inc Leadership**

**Paul Foley, CEO, President, RMO**

Paul Foley has been building and constructing things ever since he was a child while growing up on a farm in Ireland and working in his father’s construction company. Paul started the general engineering firm Greener Excavations & Construction Inc in 2005 to offer a more environmentally conscious excavation and construction company. Paul’s green mindset is consistent with the ethic that both Lake Merced Recreation LLC and San Francisco Recreation and Park Department share.

Paul is also a 50% owner in CLM Builders which is currently developing a 9 million dollar project in Larkspur, CA. The expected completion date for this project is the summer of 2016.

Paul has a great relationship with Presidio Bank and has had 6 loans with them over the past 8 years. In addition, Paul has a revolving line of credit with Presidio bank and was given a 4 million dollar loan for his project in Larkspur.

Not only does Paul have the experience and funding resources needed for the Lake Merced project, but he is an outdoor enthusiast and is very eager to work on projects that promote healthy living and recreation.

**Non-Profit Partnerships**

**San Francisco Yellow Bike Project**

The San Francisco Yellow Bike Project is a grassroots, pop-up, do-it-yourself, community-building machine that brings dead bikes back to life and puts more city dwellers on two wheels. It’s a healthy revolution for San Francisco.

SFYBP was founded in 2011, and after a stint with a shop in SOMA, they moved to a street-level retail space in the Tenderloin and have been operating out of that space since November 2013. Over the years they have helped thousands of cyclists with bike concerns big and small, refurbishing over 1,000 bikes. Their work is the result of over 10,000 volunteer hours that in 2015 culminated in SFYBP being awarded the San Francisco Bicycle Coalition’s highest honor, The Golden Wheel Award.
SFYBP help some of San Francisco’s most vulnerable populations know the pride of owning and maintaining their own transportation. Empowering these people is the backbone of their work. All-volunteer and all-donation, SFYBP accepts community donations of bikes, time, and money, and uses them to help keep low-income San Francisco cyclists moving. SFYBP currently utilizes four programs to serve the community.

**Open Shop**
Open Shop is where three nights a week the doors are open for the community to shop for affordable used bike parts and get help repairing and maintaining their bikes. This is a great program that supports cycling culture in the Tenderloin.

**Ready to Ride**
Open Shops support the Ready-to-Ride program where volunteers refurbish donated bicycles that are later sold to help keep the rent paid. Through this program, volunteers learn by doing, serving many causes through the act of their own education. It’s a win-win scenario.

**Mobile Bike Shop**
The third means of service is through Mobile Bike Shop (MBS) events. The MBS is a fully functional bike shop contained in a trailer that gets moved to different events in San Francisco. SFYBP has done Sunday Streets, NOW Festival, Earth Day, and more. In this way, they bring affordable repair skills and knowledge to neighborhoods outside of their home base in the Tenderloin.

**Kids Bike Swaps**
Kids’ Bike Swaps help facilitate kids’ bikes being redistributed among communities. They prepare bicycles in advance and make them available to kids/families that bring in a complete, but non-functional or wrong-sized bike to swap. These events are always a major success and the smiles on the kids’ faces never lie.

**The SFYBP Board of Directors**

**Mary Kay Chin, Co-Founder**
Mary Kay Chin is a San Francisco native and an every day bike rider. She’s been a Bay Area community organizer for over ten years and recently began work as a mental health provider, helping make our community stronger and healthier. Mary Kay is a long-time bike advocate, volunteering and working with various Bay Area bicycle advocacy organizations including Cycles of Change, Spokeland, SF Bike Party, East Bay Bike Party, Bike East Bay and the San Francisco Bicycle Coalition. She has recently taken her involvement to new heights winning an elected seat on the Board of Directors for the San Francisco Bicycle Coalition and nomination by SF City Supervisor Jane Kim to San Francisco's Bicycle Advisory Committee for the District 6 seat. Mary Kay is committed to helping create a future where the bicycle is equitably accessible to all community members and each resident of San Francisco may choose to use a bicycle for every day transportation.

**Nathan Woody, Co-Founder**
Nathan Woody discovered the joy and freedom outdoor recreation brings as a child. He’s been riding, backpacking, and traveling into that joy ever since. As soon as he was able, he has been working on making sure others get access to the same joys. As an Eagle Scout, service is in his blood and he recognizes that our world is only as good as we make it. Also an avid outdoorsman, his recharge button is located in nature. He empowers others in this way, instilling the belief that they too can have access to this freedom and joy. He believes that what starts small today can turn into the unstoppable
revolution of tomorrow. He gained experience as a bike mechanic and shop supervisor at the Austin Yellow Bike Project. In co-founding SFYBP, he saw there was a lack of affordable bicycle acquisition and repair services in San Francisco for low-income residents. Nathan has done it all at SFYBP in the past 5 years, and he states that the thousands of repairs, hundreds of bikes, and countless smiles have been ample payment.

Sacha Ielmorini
Sacha Ielmorini began her non-profit service volunteer work for the San Francisco Bicycle Coalition over 20 years ago. Her passion for educating people and encouraging them to get involved led her to the League of Women Voters where she served on the Board and ran the Speakers Series every election. Noticing issues with San Francisco’s procurement of new voting machines led her to work extensively with the San Francisco Voting Integrity Project where she held the office of Secretary. Professional experience includes major account and project management, large scale people moves, and furniture installations.

Message from San Francisco Yellow Bike Project
“This opportunity is unique and extremely valuable for our organization. In addition to the work we would accomplish helping more San Franciscans get on bikes, the partnership we would form with Lake Merced Recreation LLC will help us solidify our stature as an organization here to serve for the long term. Being an all-volunteer organization in this city for five years, paying rent and hustling to get the bills paid, has been a huge challenge. This partnership will allow us to continue our mission and hire much needed help.”

Consulting Partnerships
Lake Merced Recreation LLC will be utilizing a few consultants during the development and ongoing business operations.

Polytech Associates Inc
We hired the Architectural firm Polytech Associates Inc to be our architect on this project. Polytech Associates Inc is woman owned company in San Francisco and has been in business since 1986. They have been involved in a variety of large scale Bay Area commercial development projects and will not only be our design team, but will act as consultants to help navigate the complexities of this project. Polytech Associates Inc personnel were present at the initial RFP meetings and were able to give Lake Merced Recreation LLC good insight into this project. Polytech also has experience in designing many sports centers for clients such as the Golden State Warriors, Sonoma State University, and Saint Mary’s College. Please see the attached project sheets related to these projects. Our project lead on the design for Lake Merced West is Mehrnoush Arsanjani.

Stillwater Consulting LLC
Stillwater Consulting LLC is a sustainability consulting company specializing in biofuels, green building, and business development. With over eighteen years’ experience creating new market opportunities and sustainable business strategies, Stillwater helps preserve the environment and the connection to its community. Because sustainable business is highly influential to brand positioning, they focus on greater long-term brand equity through increased operational and environmental efficiency. Stillwater Consulting was created by Lance McCardle.
Lance McCardle is a certified Green Supply Chain Professional and an accredited LEED Green Associate. His experience in sustainable business development and as an entrepreneur spans eighteen years and includes green building and design, sustainable shipping and operations, and extensive experience in the biodiesel industry as a business development professional.

His company Stillwater Consulting LLC, proposes to work with Lake Merced Recreation LLC, to develop a Sustainable Business Program. This program will focus on sustainable building development to ensure that any new structure built will be done in a low impact manner and where possible will follow the US Green Building Council’s LEED guidelines. This process will not only result in low environmental impact but will enhance environmental design while targeting new areas for optimized energy efficiency and cost reduction. Additionally the program will include daily business activities to ensure ongoing operations are conducted with the environment in mind.

In addition to the benefits staff and visitors will enjoy, implementing a comprehensive sustainability program at Lake Merced can lead to significant cost savings and increased long-term brand equity where the health of the environment and people are a top priority.

Mr. McCardle’s work within the Bay Area includes providing biodiesel fuel for Golden Gate Highway and Transportation District in conjunction with a fuel supply partner. Representing both a biodiesel distributor and a petroleum distribution company in the Bay Area he administered a RFP for Golden Gate Bridge Highway & Transportation District’s, Larkspur Ferry to use a B5 Biodiesel blend. Working closely with Larkspur Ferry's Operations, and Purchasing departments for over a year, he helped develop a program to begin using biodiesel in their vessels. This aimed to help them meet LCFS requirements and to reduce their overall emissions. They began using biodiesel in January of 2012 and is current today. Additionally, with his previous company Lance was involved as the biodiesel supplier for the City of San Francisco’s bus and fire department fleet where he also administered the QAQC program for the fuel.

Other achievements include the development of Sustainability Programs for Montessori schools, and as a green building project manager for the remodel of 70 units at Hunters Ridge student condominiums in Virginia.

Stillwater Consulting LLC will be working with Lake Merced Recreation LLC to create a Sustainable Business Program that proudly encompasses and promotes sustainability. The program will be a beacon of proof to the community and all stakeholders that they are indeed dedicated to positive sustainable growth.

Additional Partnerships
In addition to our partnership with San Francisco Yellow Bike Project, Lake Merced Recreation LLC plans to work together with a variety of non-profit groups in order to share and educate the public about their Lake Merced public resource. The Lake Merced Watershed report states,

“Lake Merced is an important education and research resource for nearby schools (e.g., San Francisco State University, Lowell High School) and nonprofit organizations (e.g., Audubon Society). The Lake and surrounding environment provide a unique environmental education resource that can be conveniently observed and studied and serves as an important outdoor “classroom.”
We plan to work with San Francisco Bay Bird Observatory and open up our facilities to them. They are committed to the conservation of Bay Area birds and habitat and use scientific approaches to their work. They also host numerous education events during classes, walks, workshops, and bird banding demonstrations. We will offer them the facilities at Lake Merced so they can use the Bird Observatory, classroom, and grounds.

We also plan to make the facilities available to local schools including San Francisco State University. The site will provide them the perfect venue to observe birds, conduct water related studies, study the habitat, and utilize both the indoor and outdoor classroom.

We reached out to the San Francisco Urban Agriculture Alliance and hope that they will become a strong partner in our community garden offerings. They have expressed an interest in what we are doing and we hope to work with them to help teach classes and educate the public about the benefits and technical know-how of urban agriculture.
Proposed Activities

Inclusive Activities
Lake Merced Recreation LLC is proposing to operate a multidiscipline recreation facility which welcomes people with varying degrees of interests and abilities. Our diverse set of recreation offerings enable both recreation enthusiasts and the occasional weekend visitor to participate in a variety of activities. Much of the programming we offer does not require prerequisites, previous experience, or specialized training. You also don’t need to be young, fit, or athletic to participate in our activity offerings. At Lake Merced, we have something for everyone.

We believe that removing barriers to participation is key to making sure that the majority can enjoy precious outdoor resources like the Lake Merced watershed. Barriers to participation come in many forms and sometimes they are ignored, intentionally created, or inadvertently exist within particular organizational structures. These barriers to recreation participation can include, price, technical skill, experience, a club structure, membership requirements, affiliation (to a school for example), hours of operation, competitiveness of the programming, transportation requirements, physical ability, intimidation of trying something new, and accessibility among others. Lake Merced Recreation LLC is committed to removing barriers to participation and is proud to have a variety of offerings structured in such a way that makes it easy for everyone to participate.

Lake Merced Recreation LLC understands that there is a need for the club-like organizational structure of the various boating groups to exist in order to achieve their objectives, but we believe that there needs to be additional watersport options for the public that are more accessible and encourages participation for the masses. For example, the ability for the public to be able to walk up without reservations or previous experience and rent a kayak or paddleboard for one hour at an affordable price is something that is critically lacking at Lake Merced. We want the public to have easy access and barrier-free participation options in all activities at Lake Merced. An open arms approach at attracting the entire public is what Lake Merced Recreation LLC is proposing to offer. Our goal is that anyone who wants to try something new at Lake Merced West will find a welcoming place where they can rent our sporting equipment or facilities at a low cost and without the need for memberships, high costs, high commitment, or a lot of previous skill training.

In the 2011 Lake Merced Watershed Report it was reported that there is a need for the return of concessions serving the general public. Under the headings Land Use Issues, Recreation activities, Water-based Recreation, it states,

“While there previously were more facilities and concessions that catered to the general public, recreational facilities at the Lake and the scheduling of the watershed's use is now largely dominated by groups and organizations. As public open space, it is important that Lake Merced provide facilities that support recreation for the general public as well as organized recreation.”

Lake Merced Recreation LLC completely agrees with the above Lake Merced Watershed Report assessment and has a good plan to address these issues, while remaining sensitive and inclusive to the existing groups and organizations.
Leisure Boating
Kayaking and Paddleboarding

According to the Lake Merced Watershed Report of 2011,

“Lake Merced has been a major destination in the City for boating and fishing. Fishing and leisure boating activity at the Lake declined significantly when lake water levels dropped in the 1990’s, leaving the lake waters predominantly to the rowing clubs and dragon boaters who regularly use the lake for training and major events.”

“with lake levels restored, there is renewed interest in re-establishing the lake as an urban fishery and restoring leisure boating as a viable use at the lake.”

The authors of this report also indicate that leisure boating and fishing once attracted much larger numbers of people to Lake Merced. They attribute not only low water levels for the decline in participation, but also the fact that there are no longer concessions that support these uses. The report states,

“Since no rental facilities are available at the lake at this time, visitors generally need to bring their own boats. Together the lack of boats to rent on site and the poor condition of existing launch facilities limits the amount of private leisure boating on the two lakes.”

In agreement with these recommendations, Lake Merced Recreation LLC has plans to restore leisure boating by offering kayaking and paddleboarding experiences while creating a publically accessible boat launch.

Lake Merced is an amazing natural and recreational resource yet few people utilize its waters for recreational leisure boating in part due to accessibility, inconvenience, and a lack of boat ownership in San Francisco. Lake Merced Recreation LLC solves this problem by making kayaking and paddleboarding easy, accessible, and affordable. With Lake Merced Recreation LLC, there’s no need to haul a kayak out of an apartment and strap it to a car just to enjoy Lake Merced.

Outback Adventures is one of the joint venture partners in Lake Merced Recreation LLC and is likely the largest kayak and paddleboard outfitter in the Bay Area. They operate three-on-water paddlesport locations with one in the East Bay, North Bay, and South Bay. At these locations they rent kayaks and paddleboards and offer tours and classes. Given their 17 years of experience renting, outfitting, and guiding in a variety of outdoor recreation disciplines, they are uniquely qualified to operate at Lake Merced.

Kayak Rentals
Kayaking is an activity that most people can enjoy especially in the relatively calm environment that Lake Merced offers. By providing rentals to the public, we make it easy for anyone to get started.

In kayaking there are boats to fit any shape, size, experience, and application of the user. Lake Merced Recreation LLC will supply rental kayaks appropriate for total beginners as well as more seasoned
paddlers. We will supply kayaks designed for families, small people, big people, kids, and even ones designed for fishing. There will be kayaks that you sit on top of which are self-bailing in the event water enters over the deck and there will be kayaks that one would sit inside of which are dryer and great on colder days. Having a variety of kayaks is important to making sure everyone is accommodated, comfortable, and has a good time.

Our rental rates will be reasonable and at or below the rates offered by other Bay Area companies. We want to encourage participation and our competitive pricing helps to achieve this.

<table>
<thead>
<tr>
<th>Lake Merced Kayak Rental Rates</th>
<th>1 Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Single Kayak</strong></td>
<td></td>
</tr>
<tr>
<td>Sit-on-top or sit-inside kayak</td>
<td>$20</td>
</tr>
<tr>
<td><strong>Double Kayak</strong></td>
<td></td>
</tr>
<tr>
<td>Sit-on-top or sit-inside kayak</td>
<td>$35</td>
</tr>
</tbody>
</table>

Rental Includes: PFD(s) (life jackets), paddles(s), & backrests for sit-on-tops. Minimum rental period is one hour and prorated thereafter. A $5/hour fee will be applied for an additional small child passenger (ie. a double kayak with 3 people).

**Stand Up Paddleboarding Rentals**
Stand Up Paddleboarding is the fastest growing watersport and very popular around the Bay Area. It does not require too much equipment or expertise to start paddling in calm conditions. People are attracted to it for various reasons including that it’s new and different, it gives a different perspective of their environment, it gives riders a feeling of freedom, it’s easy, fun, good exercise, and the equipment is lightweight. With paddleboards you can also practice Yoga on them and depending on the board and conditions, you can bring a small companion like a dog or small child with you.

Outback Adventures has been renting paddleboards and teaching paddleboarding for approximately 8 years and the interest in the sport continues to grow year after year. Outback Adventures regularly gets San Francisco residents to their Marin location where they frequently rent paddleboards and take classes. The sport is popular among all age groups, but exceptionally popular among younger populations. As with kayaks, Lake Merced Recreation LLC will stock a variety of paddleboards to accommodate a wide variety of users.
<table>
<thead>
<tr>
<th>Lake Merced Paddleboard Rental Rates</th>
<th>1 Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paddleboard</td>
<td>$20’</td>
</tr>
<tr>
<td>Premium Paddleboard</td>
<td>$30</td>
</tr>
</tbody>
</table>

Rental Includes: PFD(s) (life jackets), paddles(s), & backrests for sit-on-tops. Minimum rental period is one hour and prorated thereafter. A $5/hour fee will be applied for an additional small child passenger.

**Paddlesport Instruction and Trips**
Lake Merced Recreation LLC is proposing to provide kayaking and paddleboarding instruction to the visitors of Lake Merced. Taught by professional guides and managed under the supervision of our joint venture partner Outback Adventures, our clients will get top quality instruction in a safe setting.

At Lake Merced we will offer beginner to intermediate kayaking classes, an introduction to paddleboarding class, paddleboard yoga classes, a moonlight kayak tour (if permitted), and summer multi-sport day camps for kids. The multi-sport kids camps are always popular and include additional activities to watersports such as hiking, biking, outdoor related games, and environmental education.

**Outback Adventures’ Guides and Instructors**
Outback Adventures understands that its success relies heavily upon the people they employ. For their guides and instructors they only hire individuals who have many years of experience in a particular discipline. Regardless of prior experience, all Outback Adventures guides and instructors must undergo a critical evaluation and training period before they are certified to lead our programs. During that period, guides and instructors must shadow, co-lead, and finally lead a particular trip all under the leadership and supervision of a senior guide. Only until they have proven multiple times that they have a command of the curriculum and the ability to teach and lead a particular trip safely will they be allowed to guide and instruct on their own. Outback Adventures believes that sometimes the most experienced outdoor individuals are not always the best guides or instructors. For this reason, guides and instructors are selected based on experience, skills, safety awareness, personality, and how well they teach clients. All guides and instructors are certified at a minimum in First Aid and CPR and many are Wilderness First Responders. Many of the paddlesports guides and instructors have been trained or are certified by the American Canoe Association (ACA), an organization that among other things, helps develop standards for paddlesports instruction and certifies instructors.
## List of Watersport Classes and Tours

<table>
<thead>
<tr>
<th><strong>Kayak Classes</strong></th>
<th><strong>Class Description</strong></th>
<th><strong>Duration</strong></th>
<th><strong>Price</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Paddling</td>
<td>In calm protected waters you will learn about kayak features and selection, paddling strokes, safety, and equipment. This class is great for beginners and those interested in paddling a full range of kayaks while learning the differences between the many choices.</td>
<td>4 hours</td>
<td>$85</td>
</tr>
<tr>
<td>Kayaking Skills and Safety</td>
<td>This comprehensive course will cover equipment, strokes, paddling technique, capsizing, dealing with a flooded kayak, and re-entries.</td>
<td>6 hours</td>
<td>$105</td>
</tr>
<tr>
<td>Full Moon Kayak Tour</td>
<td>A unique kayaking adventure under the stars.</td>
<td>3 hours</td>
<td>$75</td>
</tr>
<tr>
<td>Kayak Roll Clinic</td>
<td>Learn this essential sea kayaking and whitewater skill in a beautiful outdoor environment.</td>
<td>2.5 hours</td>
<td>$85</td>
</tr>
<tr>
<td>Kids Multisport Camp</td>
<td>This action packed day camp includes kayak and stand up paddleboard skills training, kayak tours, cooperative games, hiking, biking, and environmental education.</td>
<td>5 days</td>
<td>$395</td>
</tr>
</tbody>
</table>

### Paddleboarding Classes

<table>
<thead>
<tr>
<th><strong>Paddleboarding Classes</strong></th>
<th><strong>Class Description</strong></th>
<th><strong>Duration</strong></th>
<th><strong>Price</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Stand Up Paddleboarding</td>
<td>This class will introduce you to the exciting sport of stand up paddleboarding and will inspire you to start paddling on your own. You will learn proper SUP paddling strokes, develop good balance, learn where and how to stand, learn board maneuvering skills, reboarding techniques, and safety concerns.</td>
<td>2.5 hours</td>
<td>$70</td>
</tr>
<tr>
<td>Introduction to Paddleboard Yoga</td>
<td>This class will have you focusing on your balance and will encourage you to be in the present moment while connecting you to nature.</td>
<td>2.5 hours</td>
<td>$70</td>
</tr>
<tr>
<td>Paddleboard Yoga Session</td>
<td>Graduates of the Introduction to Paddleboard Yoga class are welcome to join us for regular class sessions where everyone is already up to speed</td>
<td>1.5 hours</td>
<td>$40</td>
</tr>
</tbody>
</table>
**Bocce Ball**

Bocce Ball is a fun and popular activity continually growing in the Bay Area. It’s so popular that many restaurants use it to help bring customers in the door and keep them coming back. Bocce Ball is played for competition and as a casual social activity. We plan to work with the social group SF Bocce to bring Bocce Ball visitors to Lake Merced. One of SF Bocce’s core values is, “No Barrier to Entry (Age, Sex or ability)”.

We have said many times in this proposal that this is a core principle for Lake Merced Recreation LLC so we are happy SF Bocce shares these same ideals.

We plan to install three bocce ball courts on the western side of the property built with wood framing and compacted decomposed granite.

**Fitness Room**

The fitness room will be a multi-purpose room with its primary use being for fitness exercises, yoga, dance, martial arts, etc. Lake Merced Recreation LLC will contract with various personal trainers, gyms, yoga studios, and fitness companies to have them bring their clients and seek new ones at Lake Merced.

We plan to generate income from multiple organizations by renting the fitness room and general facilities.

**Yoga Platforms**

Performing yoga outdoors in a picturesque environment like Lake Merced is a dream environment for a yoga enthusiast. We will utilize the raised flat platforms of the gazebos which will be placed on the outer edges of the old skeet fields to encourage visitors to exercise among the tranquil Lake Merced environment. Flat, above ground, and free of dirt; yoga enthusiasts will find a great place to breathe deeply, take in the sites, and stay healthy. As with the Fitness Room, the Yoga Platforms will be rented to certified yoga instructors who wish to train their clients at Lake Merced. When not in use, the public is free to utilize the platforms. In addition to yoga platforms, Lake Merced Recreation LLC will be offering the unique and popular option of paddleboard yoga where a yoga practice is challenged even further when balancing on water.

**Multipurpose Fields**

There are so many activities that require flat open space to run, throw, and kick your way around. Reserving time on large fields, especially for team sports is a challenge throughout the Bay Area. The multipurpose field will be offered for rent and charged by the hour to any groups that wish to use the field. We understand that maintenance can be a challenge on planted fields.

**Bicycling**

Taking advantage of the wonderful biking options that surround Lake Merced and the immediate area, San Francisco Yellow Bike Project (SFYBP) will offer bike related services to the public including rentals, classes, and sales. Spearheaded by the non-profit organization, the bike rentals will help create a revenue stream for the non-profit and help them to continue their mission.

**Kids’ Bike Epicenter**

SFYBP will maintain and store an on-site fleet of kids’ bikes to use to teach groups of children riding basics and urban traffic concepts. Used in conjunction with the on-site kids’ bike course, we will create
a safe and inclusive way for all children to learn to ride and start understanding how to navigate busy city streets. The service will be available to groups of all sorts with a special emphasis on reaching out to low-income and urban residents that don’t have access to a safe place to learn.

Sessions will be available for schools, church groups, children’s organizations, or members of the public. Basically, anyone who wants to learn how to ride bikes in a safe and easy way can come and make use of the space. Since the training will all happen on the property, we can keep vulnerable students away from dangerous real-life traffic. This program could even extend to adults with the infrastructure in place.

SFYBP and Outback Adventures will partner together during Outback Adventures’ Multi-sport Kids Camp offerings where part of the camp activity offerings and curriculum include biking. Lake Merced Recreation LLC and SFYPB will partner in a similar way during corporate team building activities.

SFYBP will also offer a long standing trade-in policy: Bring your wrong-sized or non-functional kids’ bike to the shop and we will try to swap it for a different, right sized or fully-functional bike (20” wheels and smaller).

**Bike Rentals**
Every day you can observe many people taking advantage of the fantastic biking area that Lake Merced offers. With the help of SFYBP, we hope to increase bike participation in the area as another healthy, non-polluting recreation option.

Instead of trying to create a revenue stream from bike rentals, Lake Merced Recreation LLC wanted to enable San Francisco Yellow Bike Project to generate additional funds to support their mission. Due to SFYBP’s existing inventory, startup costs for this service will be minimal.

SFYBP is always teaching and promoting bike safety and the bike rentals will be another way to communicate this to the public. All participants will be required to wear the provided helmet and proper footwear. SFYBP will give a safety talk, explain the rules of the road, give general information, and provide users with trail maps that will be affixed to the center handlebars. Prices will be affordable and competitive with rates throughout San Francisco.

**Local Bike Shop**
San Francisco is known for its transportation systems and bikes are a very important piece of that puzzle, but there is only one bike shop serving the southern areas of San Francisco. A local bike shop at this location would serve many functions. In addition to creating another store for south side locals to shop at, many touring cyclists riding down the coast would find this a convenient place to stop. Recreational riders from the city and peninsula that ride around Lake Merced would have a place to stop and check in, and parents/guardians could shop or expand their knowledge of the culture while their children learn to ride at the Kids’ Bike Epicenter. The shop would be full-service and will offer bikes for sale, onsite repair services, and a line of accessories needed for city riding.
Community Bike Shop
The Community Bike Shop offers a sliding scale for bike and parts acquisition and repair services. Even though Lake Merced is not in the heart of a low-income neighborhood, it is in the south side of the city where many of our low-income and vulnerable residents live. With relatively easy access across the south of the city, from Park Merced to Hunter’s Point, this space will be a destination for many riders that need the help SFYBP provides. We would perform outreach into the communities near us and make sure that cost was no longer a barrier to owning and maintaining a bicycle.

The Community Bike Shop is the backbone of the work performed in our current Tenderloin location. Clients come in from the neighborhood with bikes in various states of repair and we do our best to empower them so they can get their bikes running again. At the same time, we demystify the bicycle and provide the machine they can use for dignified and affordable self-transportation.
SFYBP plans to target residents in the paler blues of this map.

**Median household income in 2013**
Park Merced: $45,446  
San Francisco: $77,485

**Percentage of population below poverty level**
Park Merced: 26.1%  
San Francisco: 13.8%

**Bird Watching Observatory**
Birding at Lake Merced is a recreational past time that more should enjoy. The abundant bird life at Lake Merced make it a perfect place to spot a variety of birds. In order to enable participation, Lake Merced Recreation LLC plans to construct a birding observatory that is elevated and close to the water’s edge. When not in use by prearranged groups, the bird observatories are free for anyone to enjoy. As mentioned above, we plan to work with non-profit organizations to fully utilize this facility.
Amphitheater/Fishing Pier
The amphitheater is a place where the arts are combined seamlessly with the outdoors. It is designed to be small in size, intimate, and blended into the environment. It will not only be used for small performances or lectures, but the innovative design concept will also serve as a fishing pier. When not in use as an amphitheater, the seating area will make a fantastic place to relax and take in the views of Lake Merced.

Community Gardens
Working the soil and tending to a garden is rewarded when the earth gives you food. Gardening is not only work, it’s healthy therapeutic recreation in the outdoors. It creates healthier, happier people and is a great addition to Lake Merced. It serves yet another recreation option for yet another interest group while complimenting the park-like and farm-like atmosphere that we will incorporate. We plan to rent out multiple raised bed plots on a seasonal basis so that the residents of San Francisco and our Lakeview Apartment neighbors can grow food organically in their own backyard. We will also reserve space specifically for our restaurant partner so they can serve the most local and fresh food possible. We plan to work with a local urban gardening non-profit group to help educate our gardeners on best practices. The non-profit group and our gardeners will have free access to the Garden House, an equipment and classroom building on the Western side of the property.

Soil Concerns
For gardening purposes, we understand that there may be concerns with the possibility that lead may still be in the soil from the operations of the Pacific Rod and Gun Club. We too have concerns, but are confident that the extensive soil remediation removed the contaminated soil to a standard that is acceptable for gardening purposes. According to the Final Mitigated Negative Declaration for Pacific Rod and Gun Club Upland Soil Remedial Action Project, the lead removal goal was to that of at no more than 80 mg/kg of lead. This standard is that of the California Human Health Screening Level for residential properties and is based on the California Office of Environmental Health Hazard Assessment (OEHHA) 2009 revised screening levels. According to the Mitigated Negative Declaration, even though the SFPUC does not have plans for residential housing on the property, setting this standard for cleanup allows for, “unrestricted future use of the site for planning purposes.”
Extensive soil removal and remediation at the site to ensure standards are met.

In addition to the remediation efforts to residential standards, Lake Merced Recreation LLC has chosen to place the community gardens in an area which likely received less exposure from lead. This area is on the South Western side of the property behind the old Trap House. The old Trap House building will be transformed into the new Garden House where we will store garden supplies and tools and use it as classroom. We also plan to install raised planting beds which will further reduce concern. Finally, we will have the garden area tested to make sure we exceed the residential standard.
### Rental Price List

<table>
<thead>
<tr>
<th>Buildings and Use</th>
<th>Sqft</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Room</td>
<td>1000</td>
<td>classes and meetings</td>
</tr>
<tr>
<td>Rental Room</td>
<td>500</td>
<td>rental gear back stock</td>
</tr>
<tr>
<td>Retail</td>
<td>2500</td>
<td>registration and retail</td>
</tr>
<tr>
<td>Garden House</td>
<td>810</td>
<td>storage and classroom</td>
</tr>
<tr>
<td>Fitness Room</td>
<td>1365</td>
<td>multi-use fitness studio</td>
</tr>
<tr>
<td>Restaurant</td>
<td>2622</td>
<td>sit down food and drinks</td>
</tr>
<tr>
<td>Kayak Boathouse</td>
<td>1200</td>
<td>storage of board and boards</td>
</tr>
<tr>
<td>Administration</td>
<td>880</td>
<td>back offices</td>
</tr>
<tr>
<td>Non-Profit Bike Shop</td>
<td>630</td>
<td>rentals, sales, classes</td>
</tr>
</tbody>
</table>

### Building Size and Use

<table>
<thead>
<tr>
<th>Hourly Rental Rate Individual</th>
<th>Hourly Rate Group</th>
<th>Seasonal Rate</th>
<th>Monthly Rate</th>
<th>Half Day Rate</th>
<th>Full Day Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kayak</td>
<td>$20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Double Kayak</td>
<td>$35</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paddleboard</td>
<td>$25</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deluxe Paddleboard</td>
<td>$35</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Pedal Kayak, single</td>
<td>$30</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pedal Kayak, double</td>
<td>$45</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lifejacket</td>
<td>$6</td>
<td></td>
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</tr>
<tr>
<td>Paddle</td>
<td>$10</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Kayak/board Storage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$60</td>
</tr>
<tr>
<td>Private Boat Launch Fee</td>
<td></td>
<td></td>
<td></td>
<td>$10</td>
<td></td>
</tr>
<tr>
<td>Bocce Ball Court</td>
<td>$12</td>
<td>$50</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bike Rental w/ SFYBP</td>
<td>$10</td>
<td></td>
<td></td>
<td>$25</td>
<td></td>
</tr>
<tr>
<td>Garden Space</td>
<td></td>
<td>$100</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volleyball Set</td>
<td>$25</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Full Field</td>
<td></td>
<td>$125</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half Field</td>
<td></td>
<td>$95</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One Third Field</td>
<td></td>
<td>$75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Class/Meeting Room</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quoted</td>
</tr>
<tr>
<td>Amphitheatre</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quoted</td>
</tr>
<tr>
<td>Fitness Room</td>
<td>$100</td>
<td></td>
<td></td>
<td></td>
<td>$125</td>
</tr>
<tr>
<td>Yoga Platforms</td>
<td>$75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group Picnic Areas</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Optional Activities and Services

Optional SFRPD Boathouse
Lake Merced Recreation supports all avenues to get more people enjoying the outdoors.

We also believe that a community of boaters who share the same interests and the same space create a positive atmosphere.

If SFRPD is in need of a new place to operate their watersport programs, Lake Merced Recreation LLC is willing to help anyway it can. Not only would we be willing to allow SFRPD to use our boats and dock when not needed, but we are also open to the option of having a SFRPD boathouse on the premises and having them operate alongside of Lake Merced Recreation LLC.

Optional Rowing or Dragon Boat Facility
Lake Merced Recreation LLC welcomes and is supportive of human powered activities especially when it comes to watersports. If Lake Merced Recreation LLC is awarded this RFP, we pledge to reserve a large area of space for the future development of a boathouse dedicated to long boat paddling such as rowing or dragon boating. We will work together with the interested parties to develop a long term plan. We are confident that a shared area dedicated to variety of watersports will create synergies and a vibrant watersport recreation environment.

Naturally Harmonious Schedules
Lake Merced Recreation LLC’s joint venture partner Outback Adventures has a 11 year history of operating together with Marin Rowing, a large rowing organization on the Corte Madera Creek in Larkspur, CA. Due mainly to operating hour differences and also to simple customer education about the rules of the road, Outback Adventures and Marin Rowing coexisted harmoniously and without any conflict. In fact, due to alternate operating times, Outback Adventures would rarely see Marin Rowing on the water.

Rowers typically schedule their activities when the wind is likely to be the calmest, which is the early morning and evenings; whereas kayaking and paddleboarding being a leisure sport, occur in the midday when the wind happens to be undesirable for rowers. The Lake Merced Watershed Report of 2011 stated, “South Lake’s waters are occupied by rowers practically every day of the week, particularly in the mornings (6:00 – 8:00 AM) and afternoons and evenings (3:30 – 8:00 PM).” Lake Merced Recreation finds that these rowing hours are very conducive to Lake Merced being able to support leisure boat rentals as they typically occur during the rowers’ off hours.

Below is the Fall Practice Schedule for the Pacific Rowing Club as publish on their website. As you will notice most of the rowing time is between 4pm and 6:30pm during the weekdays and from 9am-12pm on Saturday. On Sundays there is no rowing.
Pacific Rowing Club, Fall Practice Schedule

<table>
<thead>
<tr>
<th>Squad</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Varsity Women</td>
<td>4:00p - 6:30p Ergs</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>4:45a - 7:00a</td>
<td>9:00a - 12:00p</td>
<td>Off</td>
</tr>
<tr>
<td>Varsity Men</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>6:30a - 9:30a</td>
<td>Off</td>
</tr>
<tr>
<td>Novice Women</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>4:00p - 6:30p</td>
<td>Off</td>
<td>4:45a - 7:00a</td>
<td>9:00a - 12:00p</td>
<td>Off</td>
</tr>
<tr>
<td>Novice Men</td>
<td>4:00p - 6:00p</td>
<td>4:00p - 6:00p</td>
<td>4:00p - 6:00p Ergs</td>
<td>4:00p - 6:00p</td>
<td>4:00p - 6:00p</td>
<td>6:30a - 9:30a</td>
<td>Off</td>
</tr>
</tbody>
</table>

At Outback Adventures’ on-water locations, the average opening and closing hours during peak summer months are from 10:30am to 5pm. Since kayaking and paddleboarding rentals typically occur from late morning to early evening with the bulk of customers renting between 1pm and 4pm we do not anticipate time conflicts with rowers. Further avoiding issues, during the winter months Lake Merced Recreation LLC will have even shorter hours of operations. In addition, most of our paddlesport customers will paddle on the weekends, and based on the above schedule, there would only be a minor overlap of time on Saturdays and no overlap on Sundays. During the midweek we won’t see much overlap because we plan to close operations at 5pm.

Since there is very little on-water overlap of time (approximately 1 hour when an overlap occurs) between the above rowing schedule and Lake Merced Recreation LLC, there should be no reason why the public’s recreational leisure use can’t coexist with that of competitive group rowing practice. As mentioned, Outback Adventures coexisted without interference with Marin Rowing for 11 years and we are confident that the same is easily possible at Lake Merced.

We know that the occasional rowing regatta attracts a lot of people to Lake Merced and we understand the importance it has to the rowing groups. Lake Merced Recreation LLC is committed to doing everything it can to ensure the rowers have a successful event. During a regatta Lake Merced Recreation LLC will work together with the rowers and we will volunteer to either not operate on that day, adjust our operating hours, or limit customer access.

It is also worth mentioning, that kayakers and paddleboarders tend to paddle along shorelines in order to be close to nature, seek shade, stop and rest, and feel safe. This simple behavior inherent in recreational kayaking and paddleboarding will also help reduce the chances that interference will occur.
Furthermore, all rental customers will be given instructions about yielding to rowers and obeying general waterway rules. The waters of Lake Merced are designated for everyone to access and enjoy and we must all work together to ensure this happens.

Optional Value Added Service Offer to SFPUC – Lake Protection

Invasive Mussel Inspections

Effective April 1, 2016, Title 14, section 672.1 of the California Code of Regulations titled Dreissenid Mussel Control and Prevention states that any agency that owns or manages a reservoir as defined by section 6004.5 of the Water Code where recreational boating or fishing takes place, must have a Dreissenid prevention program in place. If Lake Merced is falls under this criteria, it is likely that the SFPUC will need to meet these requirements.

Depending on the extent to which the SFPUC has decided to implement their prevention program, Lake Merced Recreation LLC proposes to assist the SFPUC in their efforts. Lake Merced Recreation LLC proposes to be the contractor for the San Francisco Public Utilities Commission for the implementation of a Zebra and Quagga Mussel Inspection program after receiving proper education and training from authorities. Lake Merced Recreation LLC offers to inspect all personal watercraft being launched into Lake Merced and to enforce the policies of SFPUC and abide by California State Law.

We see this opportunity as a great way to help protect Lake Merced from invasive species. Our joint venture partner Outback Adventures is well versed in the general inspection procedures typical at freshwater recreational lakes as it is a requirement at both of their concessions at Stevens Creek Reservoir in Cupertino and at Del Valle Regional Park in Livermore.

Future Recreational Offerings

Lake Merced Recreation will like the option to expand our recreational options in order to adapt to changing recreational needs of the public and help remain a strong business. For example, Lake Merced can get windy in the afternoons and this makes for a great place for small boat sailing and windsurfing. Lake Merced Recreation LLC would like to explore the suitability and profitability of offering sailing and windsurfing rentals and lessons at a future date.
Facilities

MoMo’s Restaurant
MoMo’s is a very popular and well known restaurant and bar across the street from AT&T Park in San Francisco. They serve an American style cuisine with a range of offerings such as burgers, seafood, pizza, soup, and salads. They also offer a full service bar. Knowing that MoMo’s and its management has a proven successful track record in the restaurant industry, Lake Merced Recreation LLC approached the management and ownership to see if they had an interest in placing a restaurant at Lake Merced. The management expressed interest in the project and have provided the attached letter of intent. We are excited about working with MoMo’s and sharing a love of sports and recreation with their patrons.

Lake Merced Basecamp
Lake Merced Basecamp is the public facing sales office located at the former Clubhouse. The Basecamp will be where customers can talk with the recreation staff about their recreation options, signup for a trip or class, and purchase retail accessories. Retail accessories include items that support the visitor’s enjoyment of the property. Items include things such as hats, sunscreen, sunglasses, waterproof bags, birding guide books, binoculars, ice cream, cold drinks, snacks, fishing tackle, fishing licenses and more.

Fishing Offerings
By selling fishing licenses and tackle, we will support the fishing needs of the public and fill in a void left by a previous concessionaire’s vacancy. As stated in the 2011 SFPUC Lake Merced Watershed Report under Water-based Recreation-3: Facilities and Services to Enhance Visitor Experience it states,

“The return of higher lake levels means that the once vibrant fishing and leisure boating that was eliminated by shallow waters could now return. However, the facilities and concessions that once served these uses should be replaced if the uses are to return. A bait & tackle shop concession would enhance visitors experience by providing a place to purchase fishing licenses, bait and supplies, and a boat rental concession would enhance leisure boating by making boats available to the public.”

In addition to selling fishing licenses and tackle, it’s important that we provide a place where visitors can actually fish. In our design plans, we will be installing a multi-use fishing pier at the west end of the property that also serves as an amphitheater stage.

Paddlesports Boathouse
The Paddlesports Boathouse is where kayaks and paddleboards will be stored for the rental program and for the paid storage of the public’s watercrafts. We plan to store a combination of about 60 rental kayaks and paddleboards and have space for another 40 for public storage. We know of many successful kayak and paddleboard storage facilities and they generally do not have vacancies open often. We expect many San Francisco residents to be very excited about having a place to store their boats at the water’s edge. This convenience will encourage more people to go paddling more often. The more difficult alternative to onsite public storage is needing space to store a long watercraft at one’s home and then needing a car to transport it.
When not in use, Lake Merced Recreation LLC would like to offer our fleet of kayaks and paddleboards to SFRPD for use in their paddlesports programs. In addition and as mentioned above, Lake Merced Recreation LLC has proposed reserving a separate area for a new SFRPD boathouse.

**Classroom and Meeting Room**
We propose to have an indoor classroom space that will serve to complement our instructional programs and be able to conduct professional meetings. We welcome both educators and corporate clients to utilize this classroom and meeting space. We envision that companies wishing to conduct offsite team building activities with us would welcome the option of conducting a short meeting. The room will be equipped with a white board, projector, screen, tables, chairs, and a broadband connection. The space will be rented and packaged with activity programing as well as food and beverage provided by our restaurant partner. We also anticipate that our non-profit partner, San Francisco Yellow Bike Project will use the classroom environment for their own bike repair classes. The class/meeting room will be in the former clubhouse and separated from the public facing administration, registration, and retail area of the building.

**Public Restroom**
Lake Merced Recreation LLC will have publically accessible restrooms available free of charge during open hours with no patronage required. We will have a restroom in the Lake Merced Basecamp building and at the Garden House nearest the community garden. All restrooms will be ADA compliant.

**Administrative Building**
The former caretaker’s office will be used as an administrative back office and will be utilized by the management. Our Phase 1 plans call for refurbishing the interior and exterior of this building.

**Garden House**
The old Trap House will be used as a Garden House. This facility will store equipment and supplies and provide a space for small classes / garden exercises. In addition, the building will have restrooms available to the public. The Garden House will sit alongside of the multipurpose field and will support additional activities as well.
Public Access - Neighborhood - Environment

Our proposal offers real meaningful public access in a variety of ways. First and foremost, our activity offerings are intended for the general public at large. There is no requirement for the participant to have a membership or be affiliated with one particular organization. Anyone who wants to participate, has unrestricted access to our activity programming, most of which does not require prerequisites, classes, or specialized training.

At Lake Merced West the public is free to utilize the grounds peacefully in areas which active paid programming is not currently operating. We will have publicly accessible restroom open during operating hours and we do not have plans to charge an entrance fee. Depending on the demand, use intensity, and revenue needs, Lake Merced Recreation LLC reserves the right to charge parking fees to help offset the expenses associated with maintenance of the grounds. The areas in which the public can access without charge include:

- The Birding Observatory / Lakeside Overlook
- Gazebos
- Open Fields
- Amphitheatre
- Fishing Pier
- Bathroom
- Recycling and Trash Receptacles
- Pathways

Additional areas that are accessible to the public, but may involve retail sales, fees, and patronage are:

- Boat Dock
- Lake Merced Basecamp
- Community Bike Facility
- Group Picnic Areas
- Bocce Ball Courts
- Kayak and Paddleboard Boathouse – Rentals
- Kayak and Paddleboard Boathouse – Public small watercraft storage
- Restaurant

Organized groups, especially for profit entities who wish to utilize the publicly accessible areas listed above will need to coordinate with Lake Merced Recreation LLC before assembly.

Neighborhood

We understand that the property location is located near where people live and work and we want to be sensitive to our neighbor’s concerns. Before solidifying our proposal, Lake Merced Recreation LLC reached out to community members to get their input on our proposed uses, their recreational desires, and to understand their concerns regarding views, parking, noise, and traffic. Based on these conversations, Lake Merced Recreation LLC believes that we have a proposal that is sensitive to the needs and concerns of the public and the residents of Lakewood Apartments. If concerns from the community arise during the development phase or during our regular operations, we will address these concerns and do everything we can to resolve any issue.
Parking
Lake Merced Recreation LLC has presented a plan that includes 78 parking spaces. During the midweek the parking spaces are not anticipated to be filled to capacity. Even on the weekends we don’t expect maximum capacity to be reached except on occasion and during special events. We are fortunate that there is a lot of free parking throughout the length of John Muir Drive. Although there is a lot of free street parking, we will encourage our visitors to park within the facility in order for Lakewood Apartments to have parking close by for their residents. It is important to note that recreational visitors to Lake Merced already utilize street parking and its use is an important part of creating access and encouraging recreation. There may be times during special events where street parking would get used by visitors. In order to notify the local residents of such an event, we will post signs along the street parking area so that residents can anticipate the temporary inconvenience. In the most extreme case, if we host an event where parking demand is unusually high, we plan to provide a shuttle service to from outlining parking lots and along the further away street parking. It is also important to note that we expect to have less parking demands when the residential demands are higher, such as in the evening.

Noise
We plan to work closely with our Lakewood Apartments neighbor to make sure noise does not become a problem. Due to the park-like environment and open space nature of the grounds, we don’t expect the noise from the public to be any greater than the noise from the traffic on John Muir Drive. We also will make sure that we are in compliance with the city and not create excessive noise between the hours of 10pm and 7am. Occasionally we may have events that utilize amplified music and we will not only obtain a permit, but we will keep the volume within reason and work closely with our neighbors. In addition, we will make all efforts to make sure that amplified sounds are not directed towards the Lakewood Apartments residents. Although infrequent, these possibly nosier situations would likely occur on a weekend or during a midweek afternoon so we hope the disturbance to the residents, if any, is low.

Hours of Operation
Lake Merced Recreation LLC plans to be open every day of the week. The hours of operation for our regular operations will depend on the availability of daylight and seasonal conditions, but are generally as follows:

Summer:
Monday-Friday 10:00am to 6:00pm
Saturday & Sunday 9:00am to 7:00pm

Winter
Monday-Friday 10:00am to 5:00pm
Saturday & Sunday 10:00am to 5:00pm

Hours for group events or special requests may be extended beyond our standard times. Restaurant hours will likely open earlier and stay open later than standard recreational programming hours. All recreational activities may occur during regular hours of operation, but will generally be scheduled in advance in order to manage potential conflicts.
Accessibility
Lake Merced Recreation LLC is an inclusive, non-discriminating organization and we want everyone to enjoy the great outdoors. At Lake Merced West our facilities and dock will be accessible by persons with disabilities and will be ADA compliant. We will also provide an ADA compliant public restroom and parking stalls. Just as our joint venture partner Outback Adventures has accommodated persons with disabilities numerous times at their onsite rental locations for both kayaking and paddleboarding, so too will Lake Merced Recreation LLC. At Outback Adventures’ Marin store, the property owner created a landing specifically to create a gentle slope so that persons with disabilities may access the water. At Lake Del Valle, Outback Adventures is always ready to assist anyone in gaining access to the water either with a specialized beach wheelchair or simply by lending a helping hand.

![Outback Adventures helping customer get on the water.](image)

Lake Merced Recreation LLC understands that specific considerations must be taken into account to ensure the safety of all individuals regardless of abilities. We have the understanding and experience to help everyone get on the water.

Environment
The management of Lake Merced LLC has always been committed to the environment. The joint venture partner leadership includes an Environmental Studies graduate and a businessman that created a successful “green” construction company. Together we are a great team that take environmental protections seriously.

Protecting the environment and using a Leave No Trace ethic is an essential component to outdoor recreation and is an ethos we champion in all of our programs. Throughout the property we will use practices that protect the environment. Starting from the outset, we have designed a project that not only blends into the natural landscape and promotes a connection to it, but we have purposely chosen to have building practices that are more environment friendly. Our plan calls for using permeable landscaping in pathways and parking by using gravel and decomposed granite. We will also reuse the
existing buildings and during any deconstruction, we will reclaim useable materials. Our plan also includes avoiding treated wood products that contain arsenic, using efficient lighting, water recapturing for landscaping purposes, erosion prevention, and planting of native vegetation. Throughout the property we will not use pesticides or non-organic fertilizers as we know this is a major concern with the golf course fertilization activities and the runoff into Lake Merced. To ensure we have a very strong plan for being an environmentally sustainable operation, we will be contracting with Stillwater Consulting LLC, a LEED Green Associate. For more information, please see under the above title Consulting Partnerships.

**Historic Structures**

We are aware of the historic structures on the property and plan to preserve and protect them. We have found a way to integrate the historic landscape into our design. The rounded nature of the skeet fields inspired us to use a round theme in the design of the property. On the water facing side of three of the skeet fields, we have designed small raised platforms with an interesting Gazebo-like shade structure where people can gather and even have a picnic. The flat areas around the Gazebo and on the skeet fields are designed to enable activities like yoga and tai chi. In activities like this, the historic fencing can actually give a sense of privacy when looking out towards the lake. As far as any historic significance with the buildings, we plan to keep the original buildings and build with similar type of materials. We will consult with the city and if needed, we will hire a professional consultant who specialize in historic structures.

Our joint partner Paul Foley, with Greener Excavations & Construction Inc has some experience working with historic structures when he completed work on a historic farm house at Farm Spring Ranch in Petaluma, where his work was valued at over 1.1M.
Lake Merced Rental Policies

Rental Policies
- All rental items are available on a first come first serve basis unless a group reservation is made.
- For a full refund, group reservations must be cancelled 1 week before the pick-up date for non-holiday reservations. Example: Reservation for Friday, cancellation on or before the previous week's Thursday. No refunds will be issued after the cancellation period.
- Cancellations are not accepted during the weeks that include holidays.
- Proper photo ID and Credit Card will be used as a security deposit for all equipment rentals.
- We accept cash, credit, and debit cards for payment.
- The minimum rental time is one hour and is prorated in 15 minute intervals thereafter.
- All participants must read and sign a liability release waiver and acknowledgement of risk form releasing Lake Merced Recreation LLC and all of their officers, agents, and employees from liability. Participants under the age of 18 must have a parent or guardian sign on their behalf.

Watersport Rental Specifics
- A Personal Floatation Device (PFD "lifejacket") must be worn and properly fitted at all times. No exceptions.
- Children under 15 years old must be accompanied by an adult.
- No alcoholic beverages may be consumed before or while paddling a kayak or paddleboard.
- Swimming from your kayak or paddleboard is prohibited.
- Horseplay and intentional capsizes are prohibited. Please keep the lake clean by packing out your trash and other's trash as well.
- Keep your distance from all wildlife and avoid disrupting their behavior.
- Be courteous to other boaters and users of the lake.
- Watch out for boat traffic.
- Give Rowers the right of way.
- Recreational kayaks are issued for all rentals unless you have taken a class that covered capsizing and re-entries or can specifically demonstrate your experience and knowledge in performing a solo re-entry.
- Your time will start at the put-in and end at the take-out.
Architectural Plans
LAKE MERCED RECREATION LLC PROPOSAL FOR LAKE MERCED WEST
PRELIMINARY SITE PLAN CONCEPT, JUNE 2016

1-ENTRANCE
2-BIKE AREA
3-ADMIN
4-CLASSES/CONFERENCE/
   SMALL RETAIL / FISHING LICENSES
5-DROP OFF
6-ROWING CLUB DESIGNATED AREA
7-OUTBACK ADVENTURES
8-PLAZA
9-DOCK
10-GAZEBO
11-CAFÉ / BAR
12-CAFÉ / BAR OUTDOOR AREA
13-TRAP SKEET FIELD
14-FLOATING STAGE / FISHING DOCK
15-BIRD OBSERVATORY
16-MULTI PURPOSE FIELD
17-COMMUNITY GARDEN
18-STORAGE / RESTROOM
19-FARMERS MARKET AREA
20-BOCCE BALL
21-FITNESS / CLASSES
22-OPEN SPACE
LAKE MERCED RECREATION LLC PROPOSAL FOR LAKE MERCED WEST
PRELIMINARY SITE PLAN CONCEPT, JUNE 2016

1-ENTRANCE
2-BIKE AREA
3-ADMIN
4-CLASSES/CONFERENCE/
SMALL RETAIL / FISHING LICENSES
5-DROP OFF
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7-OUTBACK ADVENTURES
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10-GAZEBO
11-CAFE / BAR
12-CAFE / BAR OUTDOOR AREA
13-TRAP SKEET FIELD
14-FLOATING STAGE / FISHING DOCK
15-BIRD OBSERVATORY
16-MULTI PURPOSE FIELD
17-COMMUNITY GARDEN
18-STORAGE / RESTROOM
19-FARMERS MARKET AREA
20-BOCCE BALL
21-FITNESS / CLASSES
22-OPEN SPACE

PHASE 1
PHASE 2
PHASE 3
AERIAL VIEW NORTH

LAKE MERCED RECREATION LLC PROPOSAL FOR LAKE MERCED WEST
JUNE 2016
COMMUNITY GARDEN

LAKE MERCED RECREATION LLC PROPOSAL FOR LAKE MERCED WEST

JUNE 2016
Rent Structure

Lake Merced Recreation LLC proposes three options to leasing the premises and welcomes lease negotiations in order to find a structure that will be beneficial to both parties and ensure a successful long term tenancy.

**Option 1 (preferred option)** - Tiered percentage of gross receipts payments.
Years 1-3: 7%
Years 4-20: 10%

The above percentage lease offer shares income generation while creating an environment that is predictable and manageable. It is a structure that is very familiar to us when we work with various park agencies. It is also a structure that automatically rewards the Department as our business grows. Please note that this is an offer for a percentage of gross receipts which represents a much larger share of our net income.

**Option 2** - Ground Lease w/ CPI adjustments.
Lake Merced Recreation LLC would also consider a ground lease of $7,500/ mo. fixed for the first 5 years then annual CPI adjustments according to the SAN FRANCISCO-OAKLAND-SAN JOSE Consumer Price Index, All Items, 1982-84=100 for All Urban Consumers (CPI-U), not to exceed a 2.5% increase. This offer is $3,250 more than what Pacific Rod and Gun Club was paying in 2011 based on the numbers published by the 2011 Lake Merced Watershed Report.

**Option 3**
This option would be a ground lease combined with a percentage of sales. Essentially it is a combination of Option 1 and Option 2, but with the amounts to be negotiated.

Rent Credit
As offered in the RFP, Lake Merced Recreation LLC seeks rent credits from the Department to help finance and amortize capital improvements on the property. This credit is important due to the high development costs and short term lease offer.

We propose that the rent credit be 75% of the total development costs for the exterior development only. We also propose that rent credits accrue over the life of the lease term at 30% of the total infrastructure maintenance expense when maintenance is performed on exterior areas including permanent structures, buildings, plumbing, and electrical. After initial development, the interior improvements, signage, and general grounds upkeep will not accrue rental credits and will be paid by Lake Merced Recreation LLC. In addition, for each option listed above, Lake Merced Recreation LLC requests to receive free rent until after Phase 1 construction is completed and we have opened for business.

Option to Renew
If awarded the RFP, Lake Merced Recreation LLC will ask for an option to renew its lease for another term of 20 years.
Projected Pro Forma and Budgets
### Lake Merced Recreation LLC: Estimated Income Statement

<table>
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<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<tr>
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<td>$36,896</td>
<td>$38,003</td>
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<tr>
<td>Group Picnic Area</td>
<td>$0</td>
<td>$0</td>
<td>$16,800</td>
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<td>$26,225</td>
<td>$27,012</td>
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<tr>
<td>Farmers Market</td>
<td>$56,000</td>
<td>$80,000</td>
<td>$82,400</td>
<td>$84,872</td>
<td>$87,418</td>
<td>$90,041</td>
<td>$92,742</td>
<td>$95,524</td>
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<tr>
<td><strong>Total Gross Revenue</strong></td>
<td>$666,425</td>
<td>$884,579</td>
<td>$1,127,690</td>
<td>$1,211,110</td>
<td>$1,246,278</td>
<td>$1,282,502</td>
<td>$1,319,812</td>
<td>$1,358,241</td>
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<tr>
<td><strong>Wage Expense</strong></td>
<td>$431,813</td>
<td>$444,767</td>
<td>$458,110</td>
<td>$471,853</td>
<td>$486,009</td>
<td>$500,589</td>
<td>$515,607</td>
<td>$531,075</td>
<td>$547,007</td>
<td>$563,417</td>
</tr>
<tr>
<td><strong>Other Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>$13,329</td>
<td>$17,692</td>
<td>$20,302</td>
<td>$22,554</td>
<td>$23,539</td>
<td>$24,222</td>
<td>$24,926</td>
<td>$25,650</td>
<td>$26,396</td>
<td>$27,165</td>
</tr>
<tr>
<td>Credit Card Fees</td>
<td>$9,330</td>
<td>$12,384</td>
<td>$14,211</td>
<td>$16,478</td>
<td>$16,956</td>
<td>$17,448</td>
<td>$17,955</td>
<td>$18,477</td>
<td>$19,015</td>
<td>$19,810</td>
</tr>
<tr>
<td>Telephone and Wifi</td>
<td>$3,600</td>
<td>$3,708</td>
<td>$3,819</td>
<td>$3,934</td>
<td>$4,052</td>
<td>$4,173</td>
<td>$4,299</td>
<td>$4,428</td>
<td>$4,560</td>
<td>$4,697</td>
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<tr>
<td>Marketing</td>
<td>$16,661</td>
<td>$11,057</td>
<td>$12,689</td>
<td>$14,096</td>
<td>$14,712</td>
<td>$15,139</td>
<td>$15,578</td>
<td>$16,031</td>
<td>$16,498</td>
<td>$16,978</td>
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<tr>
<td>Maintenance</td>
<td>$13,329</td>
<td>$17,692</td>
<td>$20,302</td>
<td>$22,554</td>
<td>$23,539</td>
<td>$24,222</td>
<td>$24,926</td>
<td>$25,650</td>
<td>$26,396</td>
<td>$27,165</td>
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<tr>
<td>Insurance</td>
<td>$9,996</td>
<td>$13,269</td>
<td>$15,227</td>
<td>$16,915</td>
<td>$17,654</td>
<td>$18,167</td>
<td>$18,694</td>
<td>$19,238</td>
<td>$19,797</td>
<td>$20,374</td>
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<tr>
<td><strong>Total Other Expenses</strong></td>
<td>$66,244</td>
<td>$75,801</td>
<td>$86,550</td>
<td>$95,841</td>
<td>$99,975</td>
<td>$102,879</td>
<td>$105,870</td>
<td>$108,951</td>
<td>$112,125</td>
<td>$115,394</td>
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<tr>
<td><strong>EBITDA Before Rent</strong></td>
<td>$168,369</td>
<td>$364,011</td>
<td>$470,442</td>
<td>$559,996</td>
<td>$590,983</td>
<td>$607,642</td>
<td>$624,801</td>
<td>$642,475</td>
<td>$660,679</td>
<td>$679,430</td>
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<tr>
<td>Depreciation</td>
<td>$110,306</td>
<td>$110,306</td>
<td>$140,374</td>
<td>$166,633</td>
<td>$166,633</td>
<td>$150,933</td>
<td>$150,933</td>
<td>$150,933</td>
<td>$150,933</td>
<td>$150,933</td>
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<tr>
<td>Rent</td>
<td>$46,650</td>
<td>$61,920</td>
<td>$71,057</td>
<td>$112,769</td>
<td>$117,697</td>
<td>$121,111</td>
<td>$124,628</td>
<td>$128,250</td>
<td>$131,981</td>
<td>$135,824</td>
</tr>
<tr>
<td>Rent Credit</td>
<td>$46,650</td>
<td>$61,921</td>
<td>$71,057</td>
<td>$112,769</td>
<td>$117,697</td>
<td>$121,111</td>
<td>$124,628</td>
<td>$128,250</td>
<td>$131,981</td>
<td>$135,824</td>
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<tr>
<td><strong>Net Profit Before Taxes</strong></td>
<td>-$70,478</td>
<td>$125,165</td>
<td>$201,528</td>
<td>$264,823</td>
<td>$295,810</td>
<td>$328,169</td>
<td>$345,328</td>
<td>$363,002</td>
<td>$381,206</td>
<td>$399,957</td>
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<tr>
<td><strong>Net Cash Flow</strong></td>
<td>$39,829</td>
<td>$235,471</td>
<td>$341,902</td>
<td>$431,456</td>
<td>$462,443</td>
<td>$479,102</td>
<td>$496,262</td>
<td>$513,935</td>
<td>$532,140</td>
<td>$550,890</td>
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</table>
Lake Merced Recreation LLC: Boat Rental Assumptions

<table>
<thead>
<tr>
<th></th>
<th># Boats</th>
<th>Hourly Rate</th>
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<tbody>
<tr>
<td>Single Kayaks</td>
<td>15</td>
<td>$20</td>
</tr>
<tr>
<td>Double Kayaks</td>
<td>25</td>
<td>$35</td>
</tr>
<tr>
<td>Paddleboards</td>
<td>25</td>
<td>$20</td>
</tr>
</tbody>
</table>

Days of Operations 290 Assume 75 Rainy days

Maximum # of hours per day 4

Boat Occupancy weekday 5% 6% in summer months and 4% in winter months

Boat Occupancy weekend 30% 40% in summer months and 20% in winter months

Boat Trips Per Year 40

Net Revenue Per Boat Trip $400 5 people at $80 per person

Year 1 Revenue 70% of Year 2

Year to Year Growth After Year 2 3%

Projected Boat Revenue - Year 2 assumed as first full year

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Kayaks</td>
<td>$29,580</td>
<td>$42,257</td>
<td>$43,525</td>
<td>$44,831</td>
<td>$46,176</td>
<td>$47,561</td>
<td>$48,988</td>
<td>$50,457</td>
<td>$51,971</td>
<td>$53,530</td>
</tr>
<tr>
<td>Double Kayaks</td>
<td>$86,275</td>
<td>$123,250</td>
<td>$126,948</td>
<td>$130,756</td>
<td>$134,679</td>
<td>$138,719</td>
<td>$142,881</td>
<td>$147,167</td>
<td>$151,582</td>
<td>$156,129</td>
</tr>
<tr>
<td>Paddleboards</td>
<td>$49,300</td>
<td>$70,429</td>
<td>$72,541</td>
<td>$74,718</td>
<td>$76,959</td>
<td>$79,268</td>
<td>$81,646</td>
<td>$84,095</td>
<td>$86,618</td>
<td>$89,217</td>
</tr>
<tr>
<td>Boat Trips</td>
<td>$11,200</td>
<td>$16,000</td>
<td>$16,480</td>
<td>$16,974</td>
<td>$17,484</td>
<td>$18,008</td>
<td>$18,548</td>
<td>$19,105</td>
<td>$19,678</td>
<td>$20,268</td>
</tr>
<tr>
<td><strong>Total Boat Rental Revenue</strong></td>
<td><strong>$176,355</strong></td>
<td><strong>$251,936</strong></td>
<td><strong>$259,494</strong></td>
<td><strong>$267,279</strong></td>
<td><strong>$275,297</strong></td>
<td><strong>$283,556</strong></td>
<td><strong>$292,063</strong></td>
<td><strong>$300,824</strong></td>
<td><strong>$309,849</strong></td>
<td><strong>$319,145</strong></td>
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</tbody>
</table>
## Lake Merced Recreation LLC: Retail Sales Breakdown

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Retail Revenue</strong></td>
<td>$ 32,850</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
<td>$ 33,836</td>
</tr>
</tbody>
</table>
## Lake Merced Recreation LLC: Bike Shop Rental Revenue

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bike Shop Rental Revenue</strong></td>
<td>$12,000</td>
<td>$24,000</td>
<td>$24,720</td>
<td>$25,462</td>
<td>$26,225</td>
<td>$27,012</td>
<td>$27,823</td>
<td>$28,657</td>
<td>$29,517</td>
<td>$30,402</td>
</tr>
</tbody>
</table>

Rent Charged per month starting Year 2: $2,000

Year to Year Growth After Year 2: 3%

Year 1 as percentage of Year 2: 50%
<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Gardens Revenue</td>
<td>$ 3,500</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
<td>$ 5,000</td>
</tr>
</tbody>
</table>

Lake Merced Recreation LLC: Community Gardens Revenue Assumptions

- # of gardens: 50
- Rent per garden per season: $50
- Occupance Rate: 50%
- Year 4 Revenue: 70% of Year 5
- Year to Year Growth After Year 5: 0%
- Year 5 assumed as first full year
## Lake Merced Recreation LLC: Restaurant Rental Revenue

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rent per Sq Ft per month</td>
<td>$4.0</td>
</tr>
<tr>
<td>Number of Sq Ft</td>
<td>3200</td>
</tr>
<tr>
<td>Rent per month</td>
<td>$12,800</td>
</tr>
<tr>
<td>Year to Year Growth</td>
<td>3%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Restaurant Rental Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$153,600</td>
</tr>
<tr>
<td>Year 2</td>
<td>$158,208</td>
</tr>
<tr>
<td>Year 3</td>
<td>$162,954</td>
</tr>
<tr>
<td>Year 4</td>
<td>$167,843</td>
</tr>
<tr>
<td>Year 5</td>
<td>$172,878</td>
</tr>
<tr>
<td>Year 6</td>
<td>$178,064</td>
</tr>
<tr>
<td>Year 7</td>
<td>$183,406</td>
</tr>
<tr>
<td>Year 8</td>
<td>$188,909</td>
</tr>
<tr>
<td>Year 9</td>
<td>$194,576</td>
</tr>
<tr>
<td>Year 10</td>
<td>$200,413</td>
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</tbody>
</table>
Lake Merced Recreation LLC: Meeting Room Assumptions

<p>| | | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of Meetings</td>
<td>30</td>
<td>Per Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of Team Building Events</td>
<td>30</td>
<td>Per Year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base Revenue per meeting</td>
<td>$2,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assume $1000 for space, $500 for Food, $500 for A/V</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meetings Doing Team Building</td>
<td>50%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue per Team Building</td>
<td>$3,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Assume 30 people on average spending $100 per person</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1 Revenue</td>
<td>70%</td>
<td>of Year 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year to Year Growth After Year 2</td>
<td>3%</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Year 2 Assumed as first full year

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Meeting Room Revenue</td>
<td>$136,500</td>
<td>$195,000</td>
<td>$200,850</td>
<td>$206,876</td>
<td>$213,082</td>
<td>$219,474</td>
<td>$226,058</td>
<td>$232,840</td>
<td>$239,825</td>
<td>$247,020</td>
</tr>
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</table>

* Non-profit groups will receive 40% discount
## Lake Merced Recreation LLC: Boat Storage Assumptions

<p>| | | | | | | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td># of Spaces</td>
<td>30</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Rent per boat per month</td>
<td>$60</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Year 1 Revenue</td>
<td>70% of Year 2</td>
<td></td>
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<td></td>
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<tr>
<td>Year to Year Growth After Year 2</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Boat Storage Revenue</strong></td>
<td>$15,120</td>
<td>$21,600</td>
<td>$22,248</td>
<td>$22,915</td>
<td>$23,603</td>
<td>$24,311</td>
<td>$25,040</td>
<td>$25,792</td>
<td>$26,565</td>
<td>$27,362</td>
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<tr>
<td>Assumptions</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of hours rented per day</td>
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<td></td>
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</tr>
<tr>
<td>Rent per hour</td>
<td>$100</td>
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<td></td>
</tr>
<tr>
<td># of Days of operations</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Year 1 Revenue</td>
<td>70% of Year 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year to Year Growth After Year 2</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2 assumed as first full year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitness Revenue</td>
<td>$63,000</td>
<td>$90,000</td>
<td>$92,700</td>
<td>$95,481</td>
<td>$98,345</td>
<td>$101,296</td>
<td>$104,335</td>
<td>$107,465</td>
<td>$110,689</td>
<td>$114,009</td>
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</table>
# Lake Merced Recreation LLC: Open Field Assumptions

<table>
<thead>
<tr>
<th>Assumption</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td># of hours rented per weekend day</td>
<td>4</td>
</tr>
<tr>
<td># of hours rented per weekday</td>
<td>2</td>
</tr>
<tr>
<td># of Fields</td>
<td>2</td>
</tr>
<tr>
<td>Rent per time</td>
<td>$100</td>
</tr>
<tr>
<td># of Days of operations</td>
<td>245</td>
</tr>
<tr>
<td>Assume no operation from November to February</td>
<td></td>
</tr>
<tr>
<td>Year 3 Revenue</td>
<td>70% of Year 4</td>
</tr>
<tr>
<td>Year to Year Growth After Year 4</td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year to Year Growth After Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 3 Revenue</td>
</tr>
</tbody>
</table>
| Year 4 assumed as first full year

<table>
<thead>
<tr>
<th>Year</th>
<th>Open Field Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 88,200</td>
</tr>
<tr>
<td>Year 2</td>
<td>$ 126,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>$ 129,780</td>
</tr>
<tr>
<td>Year 4</td>
<td>$ 133,673</td>
</tr>
<tr>
<td>Year 5</td>
<td>$ 137,684</td>
</tr>
<tr>
<td>Year 6</td>
<td>$ 141,814</td>
</tr>
<tr>
<td>Year 7</td>
<td>$ 146,069</td>
</tr>
<tr>
<td>Year 8</td>
<td>$ 150,451</td>
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</table>

* Non-profit groups will receive 40% discount
<table>
<thead>
<tr>
<th>Lake Merced Recreation LLC: Bocce Ball Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong># of Courts</strong></td>
</tr>
<tr>
<td><strong>Rent per Hour</strong></td>
</tr>
<tr>
<td><strong>Days of Operations</strong></td>
</tr>
<tr>
<td><strong>Maximum # of hours per day</strong></td>
</tr>
<tr>
<td><strong>Occupancy Rate</strong></td>
</tr>
<tr>
<td><strong>Year 4 Revenue</strong></td>
</tr>
<tr>
<td><strong>Year to Year Growth After Year 5</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 5 assumed as first full year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Projected Bocce Ball Revenue</strong></td>
<td>$ 37,800</td>
<td>$ 54,000</td>
<td>$ 55,620</td>
<td>$ 57,289</td>
<td>$ 59,007</td>
<td>$ 60,777</td>
<td>$ 62,601</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assumption</td>
<td>Value</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>--------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of gazebos</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent per gazebo</td>
<td>$100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of Days of Rent</td>
<td>60, 30 weekends</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 3 Revenue</td>
<td>70% of Year 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year to Year Growth After Year 4</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Year 4 assumed as first full year

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Gazebo Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$16,800</td>
</tr>
<tr>
<td>Year 2</td>
<td>$24,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>$24,720</td>
</tr>
<tr>
<td>Year 4</td>
<td>$25,462</td>
</tr>
<tr>
<td>Year 5</td>
<td>$26,225</td>
</tr>
<tr>
<td>Year 6</td>
<td>$27,012</td>
</tr>
<tr>
<td>Year 7</td>
<td>$27,823</td>
</tr>
<tr>
<td>Year 8</td>
<td>$28,657</td>
</tr>
<tr>
<td>Year 9</td>
<td></td>
</tr>
<tr>
<td>Year 10</td>
<td></td>
</tr>
</tbody>
</table>
Lake Merced Recreation LLC: Farmers Market Assumptions

<table>
<thead>
<tr>
<th># of Markets per Year</th>
<th>40</th>
<th>Close from December to February for estimating revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Stalls</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Rent per stall per meeting</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Year 1 Revenue</td>
<td>70% of Year 2</td>
<td></td>
</tr>
<tr>
<td>Year to Year Growth After Year 2</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 2 Assumed as first full year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projected Farmers Mkt Revenue</td>
<td>$56,000</td>
<td>$80,000</td>
<td>$82,400</td>
<td>$84,872</td>
<td>$87,418</td>
<td>$90,041</td>
<td>$92,742</td>
<td>$95,524</td>
<td>$98,390</td>
<td>$101,342</td>
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## Assumptions

<table>
<thead>
<tr>
<th></th>
<th>Open</th>
<th>Close</th>
<th>Daily Hours</th>
<th>Annual Hours</th>
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</thead>
<tbody>
<tr>
<td>Summer (May-Sep)</td>
<td>9:00 AM</td>
<td>6:00 PM</td>
<td>9</td>
<td>1377</td>
</tr>
<tr>
<td>Winter (Oct - Apr)</td>
<td>9:00 AM</td>
<td>5:00 PM</td>
<td>8</td>
<td>1696</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3073</td>
</tr>
<tr>
<td>Annual Wage Increase</td>
<td>3%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>25%</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

## Direct Labor

<table>
<thead>
<tr>
<th>Staff Type</th>
<th>Day of Week</th>
<th># Staff</th>
<th>Rate</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>All</td>
<td>0.5</td>
<td>$50</td>
<td>$76,825</td>
<td>$79,130</td>
<td>$81,504</td>
<td>$83,949</td>
<td>$86,467</td>
<td>$89,061</td>
<td>$91,733</td>
<td>$94,485</td>
<td>$97,320</td>
<td>$100,239</td>
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<tr>
<td>Event Coordinator</td>
<td>Weekdays</td>
<td>1</td>
<td>$30</td>
<td>$65,850</td>
<td>$67,826</td>
<td>$69,860</td>
<td>$71,956</td>
<td>$74,115</td>
<td>$76,338</td>
<td>$78,628</td>
<td>$80,987</td>
<td>$83,417</td>
<td>$85,919</td>
</tr>
<tr>
<td>Sales Staff</td>
<td>Weekdays</td>
<td>1</td>
<td>$20</td>
<td>$43,900</td>
<td>$45,217</td>
<td>$46,574</td>
<td>$47,971</td>
<td>$49,410</td>
<td>$50,892</td>
<td>$52,419</td>
<td>$53,991</td>
<td>$55,611</td>
<td>$57,280</td>
</tr>
<tr>
<td>Boats</td>
<td>Weekend</td>
<td>2.5</td>
<td>$15</td>
<td>$32,925</td>
<td>$33,913</td>
<td>$34,930</td>
<td>$35,978</td>
<td>$37,057</td>
<td>$38,169</td>
<td>$39,314</td>
<td>$40,494</td>
<td>$41,708</td>
<td>$42,960</td>
</tr>
<tr>
<td>Boats</td>
<td>Weekdays</td>
<td>1</td>
<td>$15</td>
<td>$32,925</td>
<td>$33,913</td>
<td>$34,930</td>
<td>$35,978</td>
<td>$37,057</td>
<td>$38,169</td>
<td>$39,314</td>
<td>$40,494</td>
<td>$41,708</td>
<td>$42,960</td>
</tr>
<tr>
<td>Maintenance</td>
<td>All</td>
<td>1</td>
<td>$20</td>
<td>$61,460</td>
<td>$63,304</td>
<td>$65,203</td>
<td>$67,159</td>
<td>$69,174</td>
<td>$71,249</td>
<td>$73,386</td>
<td>$75,588</td>
<td>$77,856</td>
<td>$80,191</td>
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<tr>
<td>Book Keeping</td>
<td>All</td>
<td>0.1</td>
<td>$30</td>
<td>$9,219</td>
<td>$9,496</td>
<td>$9,780</td>
<td>$10,074</td>
<td>$10,376</td>
<td>$10,687</td>
<td>$11,008</td>
<td>$11,338</td>
<td>$11,678</td>
<td>$12,029</td>
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<tr>
<td>Taxation</td>
<td>All</td>
<td>0.05</td>
<td>$40</td>
<td>$6,146</td>
<td>$6,330</td>
<td>$6,520</td>
<td>$6,716</td>
<td>$6,917</td>
<td>$7,125</td>
<td>$7,339</td>
<td>$7,559</td>
<td>$7,786</td>
<td>$8,019</td>
</tr>
<tr>
<td>Extra Staff for Events</td>
<td>Weekdays</td>
<td>2</td>
<td>$20</td>
<td>$16,200</td>
<td>$16,686</td>
<td>$17,187</td>
<td>$17,702</td>
<td>$18,233</td>
<td>$18,780</td>
<td>$19,344</td>
<td>$19,924</td>
<td>$20,522</td>
<td>$21,137</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total Wages</th>
<th>Benefits</th>
<th>Total Labor Cost with Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$345,450</td>
<td>$86,363</td>
<td>$431,813</td>
</tr>
<tr>
<td></td>
<td>$355,814</td>
<td>$88,953</td>
<td>$444,767</td>
</tr>
<tr>
<td></td>
<td>$366,488</td>
<td>$91,622</td>
<td>$458,110</td>
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<tr>
<td></td>
<td>$377,483</td>
<td>$94,371</td>
<td>$471,853</td>
</tr>
<tr>
<td></td>
<td>$388,807</td>
<td>$97,202</td>
<td>$486,009</td>
</tr>
<tr>
<td></td>
<td>$400,471</td>
<td>$100,118</td>
<td>$500,589</td>
</tr>
<tr>
<td></td>
<td>$412,485</td>
<td>$103,121</td>
<td>$515,607</td>
</tr>
<tr>
<td></td>
<td>$424,860</td>
<td>$106,215</td>
<td>$531,075</td>
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<tr>
<td></td>
<td>$437,607</td>
<td>$109,401</td>
<td>$547,007</td>
</tr>
<tr>
<td></td>
<td>$450,734</td>
<td>$112,683</td>
<td>$563,417</td>
</tr>
<tr>
<td>Category</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
</tr>
<tr>
<td>------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Utilities</td>
<td>$13,329</td>
<td>$17,692</td>
<td>$20,302</td>
</tr>
<tr>
<td>Credit Card Fees</td>
<td>$9,330</td>
<td>$12,384</td>
<td>$14,211</td>
</tr>
<tr>
<td>Telephone and Wifi</td>
<td>$3,600</td>
<td>$3,708</td>
<td>$3,819</td>
</tr>
<tr>
<td>Marketing</td>
<td>$16,661</td>
<td>$11,057</td>
<td>$12,689</td>
</tr>
<tr>
<td>Maintenance</td>
<td>$13,329</td>
<td>$17,692</td>
<td>$20,302</td>
</tr>
<tr>
<td>Insurance</td>
<td>$9,996</td>
<td>$13,269</td>
<td>$15,227</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$110,306</td>
<td>$110,306</td>
<td>$140,374</td>
</tr>
</tbody>
</table>

**Lake Merced Recreation LLC: Other Expenses**

- **Utilities**: 2.0% Revenue
- **Credit Card Fees**: 1.4% Revenue
- **Telephone and Wifi**: $300 per month including support
- **Marketing**: 2.5% Revenue Year 1 and half after that
- **Maintenance**: 2% Revenue
- **Insurance**: 1.5% Revenue
- **Increase every Year**: 3%

**Total Loan**: $946,064 50% of Phase 1 Development Costs + Pre-Construction Costs

**Interest Rate**: 6%

**Loan Period**: 10 Years

**Annual Payment**: ($128,540)
Table: Lake Merced Recreation LLC: Development Costs and Depreciation Assumptions

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
<th>Amortization Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Boats</td>
<td>$38,500</td>
<td></td>
</tr>
<tr>
<td>Initial Business Setup Costs</td>
<td>$25,000</td>
<td></td>
</tr>
<tr>
<td>Initial Legal Costs</td>
<td>$15,000</td>
<td></td>
</tr>
<tr>
<td>Total Initial Costs</td>
<td>$78,500</td>
<td>Start amortizing Year 1 over 5 years</td>
</tr>
<tr>
<td>Pre-Construction Costs</td>
<td>$200,000</td>
<td>Start amortizing Year 1 over 20 years</td>
</tr>
<tr>
<td>Development Cost Phase 1</td>
<td>$1,692,128</td>
<td>Start amortizing Year 1 over 20 years</td>
</tr>
<tr>
<td>Development Cost Phase 2</td>
<td>$541,221</td>
<td>Start amortizing Year 1 over 18 years</td>
</tr>
<tr>
<td>Development Cost Phase 3</td>
<td>$446,402</td>
<td>Start amortizing Year 1 over 17 years</td>
</tr>
<tr>
<td>Total Phase 1 Development Costs</td>
<td>$1,892,128</td>
<td>Sum of Pre-construction and Phase 1</td>
</tr>
<tr>
<td>Development Cost Ammortization</td>
<td>$94,606</td>
<td>5.0% per year assuming 20 year lease</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Costs Depreciation</td>
<td>$15,700</td>
<td>$15,700</td>
<td>$15,700</td>
<td>$15,700</td>
<td>$15,700</td>
<td>$15,700</td>
<td>$15,700</td>
<td>$15,700</td>
<td>$15,700</td>
</tr>
<tr>
<td>Phase 2 Costs Ammortization</td>
<td>$30,068</td>
<td>$30,068</td>
<td>$30,068</td>
<td>$30,068</td>
<td>$30,068</td>
<td>$30,068</td>
<td>$30,068</td>
<td>$30,068</td>
<td>$30,068</td>
</tr>
<tr>
<td>Phase 3 Costs Ammortization</td>
<td>$26,259</td>
<td>$26,259</td>
<td>$26,259</td>
<td>$26,259</td>
<td>$26,259</td>
<td>$26,259</td>
<td>$26,259</td>
<td>$26,259</td>
<td>$26,259</td>
</tr>
<tr>
<td>Total Development Ammortization</td>
<td>$94,606</td>
<td>$94,606</td>
<td>$124,674</td>
<td>$150,933</td>
<td>$150,933</td>
<td>$150,933</td>
<td>$150,933</td>
<td>$150,933</td>
<td>$150,933</td>
</tr>
</tbody>
</table>

| Total Depreciation                      | $110,306 | $110,306 | $140,374 | $166,633 | $166,633 | $150,933 | $150,933 | $150,933 | $150,933 |
Lake Merced Recreation LLC is a joint venture with Jay Ganjei of Outback Adventures and Paul Foley of Greener Excavations & Construction Inc. Below you will find information about the partners involved along with their contact information.

**Outback Adventures Leadership**  
**Jay Ganjei, Owner**  
1925 Francisco Blvd. East  
San Rafael, CA 94901  
415-461-2222  
www.outbackadventures.com  
jay@lakemercedrec.com

The leadership of Outback Adventures and Lake Merced Recreation LLC is headed by Jay Ganjei, owner of Outback Adventures for over 17 years. Outback Adventures was started after Jay obtained his degree in Environmental Studies from UC Santa Cruz and shortly after his 5 year tenure at an outdoor specialty retail store in the Bay Area. Jay wanted to combine his passion for the environment with the experience he gained both in the outdoor retail business and in the many years spent as an avid outdoors person.

The goal for Mr. Ganjei was to create a business that would make outdoor recreation easier, safer, more accessible, and more affordable to more people in hopes that people would appreciate, and then protect, the natural world they visit.

Mr. Ganjei recognized that by both renting outdoor sporting equipment at affordable prices and by providing guide services, he could help achieve his goals. This idea, coupled with his experience and entrepreneurial drive, led to the development of Outback Adventures and a focus on outdoor guide services, instruction, and rentals.

Since that time Jay has developed, opened, and operated five Outback Adventures retail stores throughout the Bay Area. Each of these stores focused on providing a comprehensive list of outdoor rental equipment along with specialty retail sales of kayaks, paddleboards, backcountry skiing equipment, and outdoor gear repair services.

Not only is Jay the owner and an effective manager, but he is also an experienced guide and instructor who continues to be actively involved in teaching and recreation programming. He knows what it takes to be a safe and effective guide and understands how to structure curriculum and presentation to help students succeed.

Jay’s education also includes college courses taken in Park Management. This, combined with his long history of working with various park agencies gives him a good understanding and special insight into the processes and challenges park agencies face. Jay’s experience in the outdoor industry now stretches 22 years and he is driven by his dedication to helping the public enjoy the great outdoors.

For the Lake Merced West RFP, Mr. Ganjei will be the point of contact and will be the person in charge of negotiations. For references regarding Mr. Ganjei, please see the attached materials.
Clay Breitweisser is Outback Adventures Field Guide Operations manager. If Lake Merced Recreation LLC is awarded the Lake Merced West RFP, Clay will become our Activities Program Manager at Lake Merced and will work onsite. He will be responsible for day to day management at the site.

For nearly twenty years Clay Breitweisser has been intimately involved in outdoor education, the outdoor industry, and the great outdoors. Throughout the years he has worked with some of the finest organizations in the world of outdoor adventure. His experience includes program development for multiple outdoor pursuits, the overseeing of guide service operations, management in outdoor retail, as well as professional guiding.

Among the many organizations he has been involved with include the National Outdoor Leadership School (NOLS), Camp Galileo, San Francisco Maritime National Park Association (SFMNPA), San Francisco Recreation and Parks Department (SFRPD), and Outback Adventures. Working with these institutions has provided him with a multitude of experiences and a well-rounded perspective of outdoor programming. As a NOLS Mountain Instructor, Clay was responsible for the safe passage of groups through mountainous wilderness as well as for the planning of classes and educational curriculum. Employed as an Outdoors Teacher at Camp Galileo, he interacted with 100 or more kids daily, as well as their parents. Clay’s experiences with SFRPD were extremely varied and included program development for youth and adults, with topics ranging from mountain biking to bird watching. Here he also oversaw a staff of ten to fifteen employees and was responsible for recruiting and hiring, as well as staff training. Working as a deck hand and as a program educator for the SFMNPA taught him about the rigors of sailing in the San Francisco Bay as well as the history of the bay and its peoples. It is clear that Clay is uniquely qualified to provide San Francisco residents with top quality recreational programming.

At Outback Adventures Clay has gained a rich set of professional outdoor experiences, including working as a guide for rock climbing, sea kayaking, mountaineering, backpacking, and back country skiing. He served as Guide Service Coordinator and Chief Guide, where he was responsible for planning and staffing trips, maintenance and inventory of equipment, staff training, promotion, and program development. At Outback Adventures, Clay worked directly with land managers such as Point Reyes National Seashore and California State Parks regarding permits and land use issues. He also served as manager of Outback Adventure's retail store in Larkspur as well as at the Outdoor Sports Center at Lake Del Valle, where he oversaw several staff and served at least 100-200 paddlers per day.

Education and certifications:

- National Outdoor Leadership School, Educators Course, Pacific Northwest
- National Outdoor Leadership School, Mountain Instructors Course, Wyoming
- American Canoe Association, Instructors Course
- Wilderness First Aid
- Level I Avalanche Awareness
- Leave no Trace Trainer Certification
- NOLS Risk Management Training
- PADI Open Water Diving Certification
- BA Geography, San Francisco State University
- Author of "Castle Rock Bouldering", published under Rakkup Guidebooks

**Greener Excavations & Construction Inc Leadership**
Paul Foley, CEO, President, RMO
2 Mora Ave. Fairfax, CA 94930
415-451-4841
www.greenerexcavations.com
paul@greenerexcavations.com

Paul Foley has been building and constructing things ever since he was a child while growing up on a farm in Ireland and working in his father’s construction company. Paul started the general engineering firm Greener Excavations & Construction Inc in 2005 to offer a more environmentally conscience excavation and construction company. Paul’s green mindset is consistent with the ethic that both Lake Merced Recreation LLC and San Francisco Recreation and Park share.

Paul is also a 50% owner in CLM Builders which is currently developing an 8 to 9 million dollar project in Larkspur, CA. The expected completion date for this project is the summer of 2016.

Paul has a great relationship with Presidio Bank and has had 6 loans with them over the past 8 years. In addition, Paul has a revolving line of credit with Presidio bank and was given a 4 million dollar loan for his project in Larkspur.

Not only does Paul have the experience and funding resources needed for the Lake Merced project, but he is an outdoor enthusiast and is very eager to work on projects that promote healthy living and recreation.

For Paul's references please see the attached letters.

**The SFYBP Board of Directors**
530 Ellis St.
San Francisco, CA 94109
http://www.sfyellowbike.org

**Mary Kay Chin, Co-Founder**
Mary Kay Chin is a San Francisco native and an every day bike rider. She's been a Bay Area community organizer for over ten years and recently began work as a mental health provider, helping make our community stronger and healthier. Mary Kay is a long-time bike advocate, volunteering and working with various Bay Area bicycle advocacy organizations including Cycles of Change, Spokeland, SF Bike Party, East Bay Bike Party, Bike East Bay and the San Francisco Bicycle Coalition. She has recently taken her involvement to new heights winning an elected seat on the Board of Directors for the San Francisco Bicycle Coalition and nomination by SF City Supervisor Jane Kim to San Francisco’s Bicycle Advisory Committee for the District 6 seat. Mary Kay is committed to helping create a future where the bicycle is
equitably accessible to all community members and each resident of San Francisco may choose to use a bicycle for every day transportation.

**Nathan Woody, Co-Founder**

Nathan Woody discovered the joy and freedom outdoor recreation brings as a child. He's been riding, backpacking, and traveling into that joy ever since. As soon as he was able, he has been working on making sure others get access to the same joys. As an Eagle Scout, service is in his blood and he recognizes that our world is only as good as we make it. Also an avid outdoorsman, his recharge button is located in nature. He empowers others in this way, instilling the belief that they too can have access to this freedom and joy. He believes that what starts small today can turn into the unstoppable revolution of tomorrow. He gained experience as a bike mechanic and shop supervisor at the Austin Yellow Bike Project. In co-founding SFYBP, he saw there was a lack of affordable bicycle acquisition and repair services in San Francisco for low-income residents. Nathan has done it all at SFYBP in the past 5 years, and he states that the thousands of repairs, hundreds of bikes, and countless smiles have been ample payment.

Nathan Woody will be the point of contact for SFYBP and decisions will be made by the Board of Directors. Nathan can be reach at the above address or by email: nathan@sfyellowbike.org

**Sacha Ielmorini**

Sacha Ielmorini began her non-profit service volunteer work for the San Francisco Bicycle Coalition over 20 years ago. Her passion for educating people and encouraging them to get involved led her to the League of Women Voters where she served on the Board and ran the Speakers Series every election. Noticing issues with San Francisco’s procurement of new voting machines led her to work extensively with the San Francisco Voting Integrity Project where she held the office of Secretary. Professional experience includes major account and project management, large scale people moves, and furniture installations.

**Polytech Associates Inc**

235 Pine Street, 17th Floor
San Francisco, CA 94104
Tel 415.397.3117
Fax 415.397.1517

We hired the Architectural firm Polytech Associates Inc to be our architect on this project. Polytech Associates Inc is woman owned company in San Francisco and has been in business since 1986. They have been involved in a variety of large scale Bay Area commercial development projects and will not only be our design team, but will act as consultants to help navigate the complexities of this project. Polytech Associates Inc personnel were present at the initial RFP meetings and were able to give Lake Merced Recreation LLC good insight into this project. Polytech also has experience in designing many sports centers for clients such as the Golden State Warriors, Sonoma State University, and Saint Mary’s College. Please see the attached project sheets related to these projects. Our project lead on the design for Lake Merced West is Mehrnoush Arsanjani.
Lance McCardle is a certified Green Supply Chain Professional and an accredited LEED Green Associate. His experience in sustainable business development and as an entrepreneur spans eighteen years and includes green building and design, sustainable shipping and operations, and extensive experience in the biodiesel industry as a business development professional.

His company Stillwater Consulting LLC, proposes to work with Lake Merced Recreation LLC, to develop a Sustainable Business Program. This program will focus on sustainable building development to ensure that any new structure built will be done in a low impact manner and where possible will follow the US Green Building Council’s LEED guidelines. This process will not only result in low environmental impact but will enhance environmental design while targeting new areas for optimized energy efficiency and cost reduction. Additionally the program will include daily business activities to ensure ongoing operations are conducted with the environment in mind.

In addition to the benefits staff and visitors will enjoy, implementing a comprehensive sustainability program at Lake Merced can lead to significant cost savings and increased long-term brand equity where the health of the environment and people are a top priority.

Mr. McCardle’s work within the Bay Area includes providing biodiesel fuel for Golden Gate Highway and Transportation District in conjunction with a fuel supply partner. Representing both a biodiesel distributor and a petroleum distribution company in the Bay Area he administered a RFP for Golden Gate Bridge Highway & Transportation District’s, Larkspur Ferry to use a B5 Biodiesel blend. Working closely with Larkspur Ferry’s Operations, and Purchasing departments for over a year, he helped develop a program to begin using biodiesel in their vessels. This aimed to help them meet LCFS requirements and to reduce their overall emissions. They began using biodiesel in January of 2012 and is current today. Additionally, with his previous company Lance was involved as the biodiesel supplier for the City of San Francisco’s bus and fire department fleet where he also administered the QAQC program for the fuel.

Other achievements include the development of Sustainability Programs for Montessori schools, and as a green building project manager for the remodel of 70 units at Hunters Ridge student condominiums in Virginia.

Stillwater Consulting LLC will be working with Lake Merced Recreation LLC to create a Sustainable Business Program that proudly encompasses and promotes sustainability. The program will be a beacon of proof to the community and all stakeholders that they are indeed dedicated to positive sustainable growth.
Articles of Organization of a Limited Liability Company (LLC)

To form a limited liability company in California, you can fill out this form and submit for filing along with:

- A $70 filing fee.
- A separate, non-refundable $15 service fee also must be included, if you drop off the completed form.

Important! LLCs in California may have to pay a minimum $800 yearly tax to the California Franchise Tax Board. For more information, go to https://www.ftb.ca.gov.

LLCs may not provide "professional services," as defined by California Corporations Code sections 13401(a) and 13401.3.

Note: Before submitting the completed form, you should consult with a private attorney for advice about your specific business needs.

For questions about this form, go to www.sos.ca.gov/business/belfiling-tips.htm.

LLC Name (List the proposed LLC name exactly as it is to appear on the records of the California Secretary of State.)

1. Lake Merced Recreation LLC

LLC Addresses

3a. 4890 S Hugo Terrace Fremont CA 94538
   initial Street Address of Designated Office in CA - Do not list a P.O. Box City (no abbreviations) State Zip
   b. initial Mailing Address of LLC, if different from 3a City (no abbreviations) State Zip

Service of Process (List a California resident or a California registered corporate agent that agrees to be your initial agent to accept service of process in case your LLC is sued. You may list any adult who lives in California. You may not list an LLC as the agent. Do not list an address if the agent is a California registered corporate agent as the address for service of process is already on file.)

4a. Ethan Friedman
    Agent's Name
    b. 2121 N. California Blvd, Ste 875 Walnut Creek CA 94596
    Agent's Street Address (if agent is not a corporation) - Do not list a P.O. Box City (no abbreviations) State Zip

Management (Check only one.)

5. The LLC will be managed by:
   [ ] One Manager  [X] More Than One Manager  [ ] All Limited Liability Company Member(s)

This form must be signed by each organizer. If you need more space, attach extra pages that are 1-sided and on standard letter-sized paper (8 1/2" x 11"). All attachments are made part of these articles of organization.

Organizer - Sign here  

Print your name here

Make check/money order payable to: Secretary of State  By Mail  Drop-Off
Upon filing, we will return one (1) uncertified copy of your filed document for free, and will certify the copy upon request and payment of a $5 certification fee.

Secretary of State
Business Entities, P.O. Box 944228
Sacramento, CA 94244-2280

Secretary of State
1500 11th Street, 3rd Floor
Sacramento, CA 95814

201615410045
FILED
Secretary of State
State of California
JUN 01 2016

This Space For Office Use Only

C. Kemp

Corporations Code §§ 17701.04, 17701.08, 17701.12, 17702.01, Revenue and Taxation Code § 17941

LLC-1 (REV 01/2014)

2014 California Secretary of State
www.sos.ca.gov/business
This document is being processed for: Lake Merced Recreation LLC

Date: 6/1/16
Phone #: 415-481-2250

Limited Liability Company Name: Lake Merced Recreation LLC

Special Instructions:

- In addition to the required filing fee, a $15.00 special handling fee is applicable for processing a document delivered in person at the public counter. The document, along with the filing and special handling fees, can be dropped off and will be processed in priority over documents submitted by mail. Since processing times will vary, the "Mail Back" box can be checked to have the filing response returned by mail to the address provided above.

Note: If neither the "Mail Back" nor "Pick Up" box is checked, the filing response will be returned by mail.

- The $15.00 special handling fee must be remitted by separate check for each submittal and will be retained whether the documents are filed or rejected.

- Please make both checks payable to the Secretary of State.

- If the document has been previously rejected, please include a copy of this request form upon resubmittal.

Legal Review Notes:

| ( ) LLC - CA/FGN | $ 70.00 |
| ( ) AMENDMENT - CA/FGN | $ 30.00 |
| ( ) RESTATED - CA | $ 30.00 |
| ( ) CORRECTION - CA/FGN | $ 30.00 |
| ( ) DISSOLUTION - CA | NO FEE |
| ( ) CANCELLATION - CA/FGN | NO FEE |
| ( ) CONTINUATION - CA | $ 30.00 |
| ( ) CONVERSION - $30, $75 or $150 | $ |
| ( ) MERGER - between LLCs | $ 70.00 |
| ( ) MERGER - between LLCs & OIBs | $150.00 |
| ( ) AGENT RESIGNATION - CA/FGN | NO FEE |
| ( ) PAGES | ( ) CERTIFY | $ 5.00 |
| ( ) CERTIFICATE OF GOOD STANDING | |
| ( ) CERTIFICATE OF FILING | |
| ( ) SPECIAL HANDLING FEE | $ 350.00 |

TOTAL DUE: $ 425.00
AMT REC'D: $ 425.00
ACCTG. REFUND: $ 425.00
Welcome to California

Congratulations on the registration of your limited liability company with the California Secretary of State. Please see below for important information.

Required Statement of Information

California law requires limited liability companies to keep their public record updated by filing a Statement of Information with the California Secretary of State.

Limited liability companies must file a complete Statement of Information (Form LLC-12) within the first 90 days of filing the Articles of Organization or Application to Register, and then every 2 years after that before the end of the month of the registration date.

Statements of Information for limited liability companies must be submitted on paper to the California Secretary of State, and can be mailed or delivered in person (drop off) to the Sacramento office. Additional information regarding Statements of Information, including forms, instructions and current fees is available at www.sos.ca.gov/business-programs/business-entities/statements.

Current processing times for Statements of Information may be found at www.sos.ca.gov/business-programs/business-entities/processing-times.

Other Business Information and Resources

All business entities are subject to state and federal tax laws. You may wish to contact the following agencies to assist you with these issues:

- Internal Revenue Service – www.irs.gov or call (800) 829-1040 for forms and issues concerning Federal tax, employer identification numbers, subchapter S elections
- Franchise Tax Board – www.ftb.ca.gov or call (800) 852-5711 for forms and issues concerning franchise tax and state income tax requirements
- State Board of Equalization – www.boe.ca.gov or call (800) 400-7115 for forms and issues concerning sales taxes or use taxes
- Employment Development Department – www.edd.ca.gov or call (800) 300-5616 for forms and issues concerning employment and payroll taxes

Please refer to www.sos.ca.gov/business-programs/business-entities/resources for a list of other agencies you may need to contact to ensure proper compliance with the laws of the State of California. Please be aware that the California Secretary of State does not license limited liability companies. For licensing requirements, please contact the California city and/or county where the principal place of business is located and/or the state agency, or board with jurisdiction over the activities of the limited liability company.
To whom it may concern

Outback Adventures provides watersports rentals, classes and other recreational rentals at Del Valle Regional Park, and has met their obligations and exceeded revenue projections. Mr. Jay Ganjef and his team at Outback Adventures are relied upon for their superior customer service, quality of rental equipment and outstanding safety instruction. The retrofit to the existing facility in 2015 is a true benefit to the park and this concession amenity continues to prove be a destination for thousands of Del Valle visitors.

If you have any questions, do not hesitate to contact me directly, (510)544-2513, 

\[email]\n
Mimi Waluch
Business Services Manager
Operations Department
Re: Outback Adventures Concession

To Whom It May Concern:

Outback Adventures has been in a successful partnership with Stevens Creek County Park for the past 12 years providing our visitors with kayak and paddleboard rentals and instruction. During this time they have developed an active business and have greatly enhanced our park’s appeal.

We have only heard good comments regarding Outback Adventures and visitors seem to really enjoy their services. They have a good rapport with our visitors and have always been professional and courteous to them. Oftentimes they volunteer to assist park visitors with their personal watercrafts, offer them first aid supplies if needed, and provide them with general park information. We also appreciate that Outback Adventures keeps us informed with what’s happening near our launch area, since we don’t always have as many staff on duty as we would like.

In addition to their rental services, Outback Adventures teaches kayaking and paddleboarding lessons. I have personally witnessed the land portions of some of their classes, and the instructors are very professional and appear to be experts in their field.

Outback Adventures’ management personnel have always been understanding and cooperative with various park policy changes, management issues, and special events that affect their business operations. Their flexibility and professionalism has made them very easy to work with.

The single most tangible benefit our park has received with its partnership with Outback Adventures is that they have attracted more visitors and increased parking revenue. Before Outback Adventures’ concession, our weekend reservoir use was much less. Over past 12 years, they have been able to steadily increase watersport participation on our reservoir and contribute to a thriving park.

We are very fortunate and happy to have Outback Adventures working with us. Anyone in need of a professional watersport activity operator should definitely consider Outback Adventures. If you have any questions regarding Outback Adventures’ concession at Stevens Creek County Park, please feel free to contact me anytime.

Edward Ancheta P76  
Park Ranger  
County of Santa Clara  
Parks and Recreation Department  
Stevens Creek, Upper Stevens Creek and Sanborn-Skyline Park Unit  
11401 Stevens Canyon Road, Cupertino, California 95014  
Phone (408) 867-3546  
Fax (408) 255-2484  
Cell (650) 283-2784  
Edward.Ancheta@prk.sccgov.org  
www.parkhere.org

Board of Supervisors: Mike Wasserman, Dave Cortese, Ken Yeager, S. Joseph Simitian, Cindy Chavez

County Executive: Jeffrey V. Smith
To Whom It May Concern:

Outback Adventures has been in the Paddlesports outfitting, rental and service industry for close to two decades. I've worked with them closely for all this time and I have found them to be customer focused for safety and enjoyment. They are one of the few operations that have successfully introduced thousands of people to paddling in the Northern California area and they continue to be involved in community efforts to expand the sport. They provide their customers with quality gear and expert guides on tours and have successfully managed numerous concessions in areas that did not offer paddlesports previously.

Sincerely,

Ethan Ebersold
President Ebersold Distribution Inc
www.happypaddlin.com

Ebersold Distribution is a leading Outdoor Manufacturer’s agency based in the West Coast. We have provided manufacturers the service of sales, clinics, demo and training to paddlesports retailers for 17 years. We work closely with independent retailers and also national retailers such as REI, Amazon, Sportsman’s Warehouse, Sport Chalet and West Marine. Learn more about our agency at www.happypaddlin.com
June 8, 2016

The City of San Francisco Recreation and Park Department

Ref: Paul Foley and Greener Excavations & Construction, Inc., San Rafael, CA

Gentlemen,

We understand from our client, Mr. Foley, that he, alone or with other parties, may submit a Request for Proposal to your Department related to the grading and construction operations of a commercial recreation center in the Lake Merced area of San Francisco.

This letter confirms that Mr. Foley and his business, Greener Excavations & Construction, have been valued clients of Presidio Bank for many years. They have maintained both a deposit and loan relationship with our bank. Loans have been extended both personally to Mr. Foley and to his business, with all accounts handled as agreed.

Currently, in addition to loans and a line of credit to his business, we are extending a seven-figure construction loan secured by a mixed-use, ground up construction project in Marin County, to an entity of which Mr. Foley shares ownership with three other partners. Mr. Foley has provided the grading and site work for the project, and is also an owner of the General Contractor for that project. The project, which is on the way to completion, has progressed as expected and on budget.

In the recent past, we extended another seven-figure construction loan to Mr. Foley to develop a parcel of land with a single family residence, in Marin County. That loan was also handled satisfactorily and paid back as agreed, with the project being completed on time and on budget.

Should you have any questions on the above or need any further information, I can be reached at 415-293-1009 and at dlevintow@presidiobank.com.

Sincerely,

[Signature]
Donatella T. Levintow
Senior Vice President
June 9, 2016

Re:  Greener Excavations & Construction, Inc.  
     4280 Redwood Hwy, #7  
     San Rafael, CA  94903  

To whom it may concern,  

Redhorse Constructors Inc. has a long standing working relationship with Greener Excavations that spans some eight plus years. During this time Greener Excavations has provided their services on a variety of extremely complex projects from large residential custom home developments to work class art installations and we average annually approximately $1M in volume of work with Greener.

The professionalism, integrity and transparency that Paul Foley operates by sets the standard for his company as a whole. I gladly recommend Paul and Greener Excavations for their expertise, integrity and commitment to excellence.

Sincerely,

Jay Blumenfeld  
General Manager / Redhorse Constructors Inc.
June 9, 2016

To Whom it May Concern,

Paul Foley and his company Greener Excavations & Construction, Inc have worked at the 300 acre CCC Ranch, San Anselmo, CA since 2009.

They have performed large scale grading and construction operations that have included hillside slide repairs, road building, retaining wall construction, pier-drilling, utility/underground work, basement and foundation construction.

Greener Excavations has also worked on outdoor art sculpture installations at the ranch with some of the most esteemed and world famous sculptor artists in the world today.

Greener Excavations have proven time and time again to be an excellent, professional engineering and construction company. They perform their work to the highest standards with integrity on time and within budget.

I highly recommend Greener Excavations for any work within the field of grading and construction. Please feel free to call me with any questions.

Walter Kolon
Ranch and Project Manager
Triple C Ranch
San Anselmo, CA
Polytech Associates created concept plans for the new soccer and lacrosse stadium as part of the implementation phase of Sonoma State University’s Athletic District Master Plan (also designed by Polytech).

Polytech Associates completed the concept plans for a new 2,500-seat soccer and lacrosse stadium to be developed in several phases. The initial phase will include stadium seating for 1,000 spectators with team lockers, a training room, coaches’ offices, ticketing, concessions, and restrooms. The field will have synthetic turf with lights and will accommodate informal spectator seating. The final phase will have stadium seating for an additional 1,500 spectators and expanded support facilities.

**Project Features**
- Square footage: 50,000 sf
- Delivery method: design | bid | build
Polytech Associates provided a site evaluation study to determine the best location for St. Mary’s College’s new baseball stadium. Six potential sites were evaluated, and criteria included campus planning principles, athletic planning principles, construction phasing, entitlements, constructability, and cost.

Our design team utilized a site evaluation matrix to select two sites for further study and provided conceptual design and cost estimates for each. The Canyon Site was ultimately chosen for its low impact on existing athletic facilities and cost.

**Project Features**
- Site evaluation study for new baseball stadium
- Alternatives analyzed based on campus planning principles, athletic planning principles, construction phasing, entitlements, constructability, and cost
- Two sites for further study selected
- Canyon Site selected for cost and low impact on existing athletic facilities
Saint Mary’s College of California retained Polytech Associates to design a new baseball field that meets NCAA regulations. The bowl-shaped facility will be adjacent to existing athletic facilities and increases the land area available for campus expansion by relocating the existing baseball field to the athletic precinct.

The site is terraced with an access road leading to a drop-off area, an entrance structure with ticketing, concessions, restrooms, and storage. Ramps that follow the site contours lead to the stadium with access to the seating from a field level concourse.

The site was designed to provide both fixed and bleacher seating for 1,000 spectators, with a press box and camera platforms. The challenging topography required a computer analysis of various field elevations to establish a balance between cut and fill.

**Project Features**
- Design for new baseball field to meet NCAA regulations
- Fixed and bleacher seating for 1,000 spectators
- Press box and camera platforms
The expansion of McKeon Pavilion consists of a renovation to the front of McKeon to provide a new entrance lobby and additional spectator seating, and a new expansion to the rear of McKeon to provide additional spectator seating and to accommodate the new Athletic Department offices and team training areas.

The first floor of the rear expansion will add a women’s volleyball area, team weight room and equipment storage. The second floor will add a team training area, offices for the Athletic Department and additional spectator seating. There will be improvements to the existing McKeon Pavilion, new landscaped front and rear entrances and new pedestrian walkways within the site area.

**Project Features**

- Renovation includes new lobby and additional spectator seating
- Expansion includes women’s volleyball area, weight room, team training area, and offices for Athletic Department
- Landscaped front and rear entrances, with new pedestrian walkways
- Square footage: 20,210 sf
- Delivery method: negotiated Guaranteed Maximum Price
In the summer of 2004, we were retained by the Warriors to provide upgrades to our design for the team areas of the training facility, originally completed in 1998. Warriors management had the goal of creating a private club atmosphere for the team. The space has been reconfigured to provide additional facilities for the team, including an expanded strength and fitness area, a new team locker room, new massage rooms, and a new team lounge complete with a catering kitchen, plasma televisions, game consoles, and a pool table. The upgraded finish palette, including mahogany and granite casework, new lighting and new carpeting, creates an ambiance similar to an upscale health club or spa. The new team locker room includes state of the art audio visual technology for game review and analysis.

**Project Team**

Owner:
Golden State Warriors

Architect:
Charles F. Jennings Architects

Contractor:
Hathaway Dinwiddie Construction Co.

Structural Engineer:
Structural Design Engineers

Mechanical and Electrical Engineer:
Ajmani & Pamidi, Inc.

Audio Visual Consultant:
Design Consulting and Engineering
Disclosures

Some of the questions in the list of disclosures have been answered in the body of the proposal so we will reference those.

- Is the Respondent (note that the term Respondent in this document includes in all case joint venture participants) or any principal owners in the proposed project involved in any litigation or disputes that could result in a financial settlement having a materially adverse effect on the respondent’s financial condition? If yes, please explain.
  Answer: No

- Does the Respondent or any principal owners or investors have any off-balance sheet liabilities, such as corporate or personal loan guarantees? If yes, please provide details of these items.
  Answer: No

- Has the Respondent or any named individual in the proposed project ever filed for bankruptcy or had projects that have been foreclosed, or transferred to a creditor in lieu of foreclosure, or projects where the project sponsor negotiated or refinanced permanent project debt which resulted in a relaxation of either financial or other covenant or other terms and conditions for the existing debt on the project? If yes, please list the dates and circumstances.
  Answer: No

- List any developments or proposed developments in which the Respondent or any named individual in the response has done involving the City and County of San Francisco and any of its Departments or Divisions.
  Answer: N/A

b. Developer Qualifications

- Provide a list of developments in which the Respondent has been involved, indicating the product type, date, size, cost, location and the role of the Respondent in each development.

  Answer: Please see both the body of the proposal and the attachment listing works by Greener Excavations & Construction and CLM Builders Inc. and the attached project sheets for Polytech Associates Inc.

- Describe in detail the Respondent’s involvement in any similar development projects to that proposed, including product type, dates, locations, financing, size, total development cost, performance schedule including timeframe from transaction agreement to completion, marketing, and sales performance, and contact references on successfully completed similar developments. Indicate the role of the respondent in each project. Provide photographs of the project(s) if available.

  Answer: Please see both the body of the proposal and the attachment listing works by Greener Excavations & Construction and CLM Builders Inc. and the attached project sheets for Polytech Associates Inc.
• Identify historic preservation experience of the Respondent and of the key consultants.

  **Answer:** Please see the attachment listing works by Greener Excavations & Construction under the heading Five Springs Ranch, Petaluma.

• List all current projects in design or development phase and capital commitment required of Respondent for each.

  **Answer:** Please see both the body of the proposal and the attachment listing CLM Builders Inc. under the heading 285 Magnolia Ave., Larkspur, CA

• Please provide at least three professional references for the Respondent. The references should be able to attest to the relevant experience of the Respondent.

  **Answer:** Please see the attached professional references.

• Include resumes for all project team members including the architect and general contractor and other critical consultants. Please indicate their experience and roles and responsibilities as they relate to the Proposal.

  **Answer:** Please see both the body of the proposal for resume qualifications and the attachment listing works by Greener Excavations & Construction and CLM Builders Inc. and the attached project sheets for Polytech Associates Inc.

• Provide Letters from all entities listed in the proposal confirming their participation in the proposal. Such entities, individuals or companies might have been listed in your proposals under a number of titles, including but not limited to:
  a. Any type of team member
  b. Project Manager
  c. Partner
     **Answer:** Please see the signed Letter of Participation from Paul Foley and the Cover Letter signed by Jay Ganjei.
  d. Project Partner
  e. Leader
  f. Advisor
  g. Founder
  h. Developer
  i. Prospective Tenants
     **Answer:** Please see Letter of Intent from MoMo’s, and letter of intent from San Francisco Yellow Bike Project.
June 9, 2016

The City of San Francisco
Recreation and Park Dept.
501 Stanyan Street
San Francisco, CA 94117
Attention: Cassandra Costello

Dear Ms. Costello,

This letter is to confirm that Paul Foley (President of Greener Excavations & Construction, Inc.) is participating in the RFP for Lake Merced West as Lake Merced Recreation LLC.

If you have any questions, please do not hesitate to call my office (415) 451-4841.

Sincerely,

Paul Foley
Lake Merced Recreation LLC  
1925 Francisco Blvd. East  
San Rafael, CA 94901

June 1, 2016

Cassandra Costello, Property Manager  
Recreation and Parks Department  
501 Stanyan Street  
San Francisco, CA 94117

Re: Request for Proposals for the Development and Operation of Lake Merced West

Dear Cassandra Costello and the Selection Panel,

Thank you for the opportunity to submit a proposal for the development and operation of Lake Merced West. Lake Merced Recreation LLC is excited about this incredible opportunity and we are committed to establishing a long term partnership with the Recreation and Parks Department and the public.

I hope you find that Lake Merced Recreation LLC possesses the most breadth and experience in operating a multidisciplinary recreation company and that we are the most qualified respondent to enhance the public enjoyment of the property. Finally, we hope to demonstrate that we have the business experience, financial ability, and best vision for Lake Merced West.

If you have any questions or concerns or would like to schedule an interview, please feel free to contact me anytime.

Sincerely,

[Signature]

Jay Ganjéi  
jay@lakemercedrec.com  
415-461-2222
June 8, 2016

Cassandra Costello
San Francisco Recreation and Parks Department
501 Stanyan Street
San Francisco, CA 94117

Re: Letter of Intent, Lake Merced West RFP

Dear Cassandra Costello,

I am aware of the opportunity being offered by SFRPD for the development and operation of Lake Merced West. Lake Merced Recreation LLC reached out to MoMo’s to see if we might be interested in being the restaurant provider for that location. I have seen their preliminary plans and understand their objectives for the site. This letter is to communicate that MoMo’s is interested in being a part of the project and if awarded to Lake Merced Recreation LLC, we intend to pursue this opportunity. If you have any questions please feel free to contact me.

Sincerely,

[Signature]

Peter Osborne
MoMo’s
760 Second Street
San Francisco, CA 94107
ph. 415.227.8660
Letter of Intent

June 6, 2016

Nathan Woody
San Francisco Yellow Bike Project
530 Ellis St.
San Francisco, CA 94109

To Whom It May Concern,

As a representative of San Francisco Yellow Bike Project, this letter documents our intent to occupy and work from the space under consideration for the RFP submitted by Lake Merced Recreation LLC.

If Lake Merced Recreation LLC is selected through the proposal process, SFYBP will work with Lake Merced Recreation LLC by placing facilities and operating programs from this location.

Thank you,

Nathan Woody
Director
San Francisco Yellow Bike Project
To whom it may concern

Outback Adventures provides watersports rentals, classes and other recreational rentals at Del Valle Regional Park, and has met their obligations and exceeded revenue projections. Mr. Jay Ganjehi and his team at Outback Adventures are relied upon for their superior customer service, quality of rental equipment and outstanding safety instruction. The retrofit to the existing facility in 2015 is a true benefit to the park and this concession amenity continues to prove be a destination for thousands of Del Valle visitors.

If you have any questions, do not hesitate to contact me directly, (510)544-2513,

Mimi Waluch
Business Services Manager
Operations Department
Re: Outback Adventures Concession

To Whom It May Concern:

Outback Adventures has been in a successful partnership with Stevens Creek County Park for the past 12 years providing our visitors with kayak and paddleboard rentals and instruction. During this time they have developed an active business and have greatly enhanced our park’s appeal.

We have only heard good comments regarding Outback Adventures and visitors seem to really enjoy their services. They have a good rapport with our visitors and have always been professional and courteous to them. Oftentimes they volunteer to assist park visitors with their personal watercrafts, offer them first aid supplies if needed, and provide them with general park information. We also appreciate that Outback Adventures keeps us informed with what’s happening near our launch area, since we don’t always have as many staff on duty as we would like.

In addition to their rental services, Outback Adventures teaches kayaking and paddle boarding lessons. I have personally witnessed the land portions of some of their classes, and the instructors are very professional and appear to be experts in their field.

Outback Adventures’ management personnel have always been understanding and cooperative with various park policy changes, management issues, and special events that affect their business operations. Their flexibility and professionalism has made them very easy to work with.

The single most tangible benefit our park has received with its partnership with Outback Adventures is that they have attracted more visitors and increased parking revenue. Before Outback Adventures’ concession, our weekend reservoir use was much less. Over past 12 years, they have been able to steadily increase watersport participation on our reservoir and contribute to a thriving park.

We are very fortunate and happy to have Outback Adventures working with us. Anyone in need of a professional watersport activity operator should definitely consider Outback Adventures. If you have any questions regarding Outback Adventures’ concession at Stevens Creek County Park, please feel free to contact me anytime.

Edward Ancheta P76
Park Ranger
County of Santa Clara
Parks and Recreation Department
Stevens Creek, Upper Stevens Creek and Sanborn-Skyline Park Unit
11401 Stevens Canyon Road, Cupertino, California 95014
Phone (408) 857-3654 FAX (408) 255-2484 Cell (650) 283-2784
Edward.ancheta@prk.sccgov.org www.parkhere.org

Board of Supervisors: Mike Wasserman, Dave Cortese, Ken Yeager, S. Joseph Simitian, Cindy Chavez

County Executive: Jeffrey V. Smith
To Whom It May Concern:

Outback Adventures has been in the Paddlesports outfitting, rental and service industry for close to two decades. I've worked with them closely for all this time and I have found them to be customer focused for safety and enjoyment. They are one of the few operations that have successfully introduced thousands of people to paddling in the Northern California area and they continue to be involved in community efforts to expand the sport. They provide their customers with quality gear and expert guides on tours and have successfully managed numerous concessions in areas that did not offer paddlesports previously.

Sincerely,

Ethan Ebersold
President Ebersold Distribution Inc
www.happypaddlin.com

Ebersold Distribution is a leading Outdoor Manufacturer’s agency based in the West Coast. We have provided manufacturers the service of sales, clinics, demo and training to paddlesports retailers for 17 years. We work closely with independent retailers and also national retailers such as REI, Amazon, Sportsman’s Warehouse, Sport Chalet and West Marine. Learn more about our agency at www.happypaddlin.com
June 8, 2016

The City of San Francisco Recreation and Park Department

Ref:  Paul Foley and Greener Excavations & Construction, Inc., San Rafael, CA

Gentlemen,

We understand from our client, Mr. Foley, that he, alone or with other parties, may submit a Request for Proposal to your Department related to the grading and construction operations of a commercial recreation center in the Lake Merced area of San Francisco.

This letter confirms that Mr. Foley and his business, Greener Excavations & Construction, have been valued clients of Presidio Bank for many years. They have maintained both a deposit and loan relationship with our bank. Loans have been extended both personally to Mr. Foley and to his business, with all accounts handled as agreed.

Currently, in addition to loans and a line of credit to his business, we are extending a seven-figure construction loan secured by a mixed-use, ground up construction project in Marin County, to an entity of which Mr. Foley shares ownership with three other partners. Mr. Foley has provided the grading and site work for the project, and is also an owner of the General Contractor for that project. The project, which is on the way to completion, has progressed as expected and on budget.

In the recent past, we extended another seven-figure construction loan to Mr. Foley to develop a parcel of land with a single family residence, in Marin County. That loan was also handled satisfactorily and paid back as agreed, with the project being completed on time and on budget.

Should you have any questions on the above or need any further information, I can be reached at 415-293-1009 and at dlevintow@presidiobank.com.

Sincerely,

Donatella T. Levintow
Senior Vice President
June 9, 2016

Re: Greener Excavations & Construction, Inc.
4280 Redwood Hwy, #7
San Rafael, CA 94903

To whom it may concern,

Redhorse Constructors Inc. has a long standing working relationship with Greener Excavations that spans some eight plus years. During this time Greener Excavations has provided their services on a variety of extremely complex projects from large residential custom home developments to work class art installations and we average annually approximately $1M in volume of work with Greener.

The professionalism, integrity and transparency that Paul Foley operates by sets the standard for his company as a whole. I gladly recommend Paul and Greener Excavations for their expertise, integrity and commitment to excellence.

Sincerely,

Jay Blumenfeld
General Manager / Redhorse Constructors Inc.
Walter Kolon  
1 Triple C Ranch Rd.  
San Anselmo, CA

June 9, 2016

To Whom it May Concern,

Paul Foley and his company Greener Excavations & Construction, Inc have worked at the 300 acre CCC Ranch, San Anselmo, CA since 2009.

They have performed large scale grading and construction operations that have included hillside slide repairs, road building, retaining wall construction, pier-drilling, utility/underground work, basement and foundation construction.

Greener Excavations has also worked on outdoor art sculpture installations at the ranch with some of the most esteemed and world famous sculptor artists in the world today.

Greener Excavations have proven time and time again to be an excellent, professional engineering and construction company. They perform their work to the highest standards with integrity on time and within budget.

I highly recommend Greener Excavations for any work within the field of grading and construction. Please feel free to call me with any questions.

Walter Kolon  
Ranch and Project Manager  
Triple C Ranch  
San Anselmo, CA
PROJECTS OF GREENER EXCAVATIONS & CONSTRUCTION, INC:

SAN FELIPE RANCH, SAN JOSE, CA  
2009-2010  
CLIENT: Redhorse Constructors, Inc.  
SCOPE OF WORK: Over two miles of utility joint trenching (water, power & communications) Excavation & siteworks for 10,000 square foot residence.  
VALUE: $972,882.00  

VA HOSPITAL SAN FRANCISCO, CA  
2012  
CLIENT: Hubzone Corporation  
SCOPE OF WORK: Various ADA walkways, driveway work and parking stalls. Over 14,000 square feet of AC work. Handrails and structural steel.  
VALUE: $823,989.89  

FIVE SPRINGS RANCH, PETALUMA, CA  
2013-2015  
CLIENT: Redhorse Constructors, Inc.  
VALUE: $1,145,723.72  

CCC RANCH, SAN ANSELMO, CA  
2010-Present  
SCOPE OF WORK: Various driveway, retaining wall, foundations, drainage, slide repair activities. Grading and assistance of artists for outdoor art installations.  
VALUE: $1,717,741.09
PROJECT FOR CLM BUILDERS, INC.:

285 MAGNOLIA AVE, LARKSPUR, CA
CLIENT: Malark LLC (Paul Foley 25% Owner)
SCOPE OF WORK: Excavation, foundation and complete turn key construction of four 2,500 square foot townhomes.
As part owner, Paul Foley, purchased this property in 2010, went through extensive design review and planning process with the City of Larkspur. In September 2015, we pulled building permit. Projected completion date is August 2016.
VALUE: $9,000,000.00
Polytech Associates created concept plans for the new soccer and lacrosse stadium as part of the implementation phase of Sonoma State University’s Athletic District Master Plan (also designed by Polytech).

Polytech Associates completed the concept plans for a new 2,500-seat soccer and lacrosse stadium to be developed in several phases. The initial phase will include stadium seating for 1,000 spectators with team lockers, a training room, coaches’ offices, ticketing, concessions, and restrooms. The field will have synthetic turf with lights and will accommodate informal spectator seating. The final phase will have stadium seating for an additional 1,500 spectators and expanded support facilities.

**Project Features**

- Square footage: 50,000 sf
- Delivery method: design | bid | build
Polytech Associates provided a site evaluation study to determine the best location for St. Mary’s College’s new baseball stadium. Six potential sites were evaluated, and criteria included campus planning principles, athletic planning principles, construction phasing, entitlements, constructability, and cost.

Our design team utilized a site evaluation matrix to select two sites for further study and provided conceptual design and cost estimates for each. The Canyon Site was ultimately chosen for its low impact on existing athletic facilities and cost.

**Project Features**
- Site evaluation study for new baseball stadium
- Alternatives analyzed based on campus planning principles, athletic planning principles, construction phasing, entitlements, constructability, and cost
- Two sites for further study selected
- Canyon Site selected for cost and low impact on existing athletic facilities
Saint Mary’s College of California retained Polytech Associates to design a new baseball field that meets NCAA regulations. The bowl-shaped facility will be adjacent to existing athletic facilities and increases the land area available for campus expansion by relocating the existing baseball field to the athletic precinct.

The site is terraced with an access road leading to a drop-off area, an entrance structure with ticketing, concessions, restrooms, and storage. Ramps that follow the site contours lead to the stadium with access to the seating from a field level concourse.

The site was designed to provide both fixed and bleacher seating for 1,000 spectators, with a press box and camera platforms. The challenging topography required a computer analysis of various field elevations to establish a balance between cut and fill.

**Project Features**
- Design for new baseball field to meet NCAA regulations
- Fixed and bleacher seating for 1,000 spectators
- Press box and camera platforms
The expansion of McKeon Pavilion consists of a renovation to the front of McKeon to provide a new entrance lobby and additional spectator seating, and a new expansion to the rear of McKeon to provide additional spectator seating and to accommodate the new Athletic Department offices and team training areas.

The first floor of the rear expansion will add a women's volleyball area, team weight room and equipment storage. The second floor will add a team training area, offices for the Athletic Department and additional spectator seating. There will be improvements to the existing McKeon Pavilion, new landscaped front and rear entrances and new pedestrian walkways within the site area.

**Project Features**
- Renovation includes new lobby and additional spectator seating
- Expansion includes women's volleyball area, weight room, team training area, and offices for Athletic Department
- Landscaped front and rear entrances, with new pedestrian walkways
- Square footage: 20,210 sf
- Delivery method: negotiated Guaranteed Maximum Price
Golden State Warriors Team Area Improvements  
Oakland, California

In the summer of 2004, we were retained by the Warriors to provide upgrades to our design for the team areas of the training facility, originally completed in 1998. Warriors management had the goal of creating a private club atmosphere for the team. The space has been reconfigured to provide additional facilities for the team, including an expanded strength and fitness area, a new team locker room, new massage rooms, and a new team lounge complete with a catering kitchen, plasma televisions, game consoles, and a pool table. The upgraded finish palette, including mahogany and granite casework, new lighting and new carpeting, creates an ambiance similar to an upscale health club or spa. The new team locker room includes state of the art audio visual technology for game review and analysis.

Project Team

Owner:  
Golden State Warriors  
Architect:  
Charles F. Jennings Architects  
Contractor:  
Hathaway Dinwiddie Construction Co.  
Structural Engineer:  
Structural Design Engineers  
Mechanical and Electrical Engineer:  
Ajmani & Pamidi, Inc.  
Audio Visual Consultant:  
Design Consulting and Engineering
Laake Del Valle Construction
Outback Adventures Retail Store Construction – Larkspur #1

We also did framing, drywall, and wiring at this location, but do not have many photos.
We also did framing, drywall, and wiring at this location, but do not have many photos.
Cashier's Check - Customer Copy

Pay
To The Order Of
Remitter (Purchased By):

Bank of America, N.A.
PHOENIX, AZ

WILLOW GLEN BANKING CENTER
0014 0000156 0169

BANK OF AMERICA
$25,000.00

RECREATION AND PARK DEPARTMENT
LAKE MERCED WEST RFP

LAKE MERCED RECREATION LLC

Not-Negotiable
Customer Copy
Retain for your Records

457002931717

AUTHORIZED SIGNATURE

THE ORIGINAL DOCUMENT HAS A REFLECTIVE WATERMARK ON THE BACK. HOLD AT AN ANGLE TO VIEW WHEN CHECKING THE ENDORSEMENTS.