



Edwin M. Lee, Mayor  
Philip A. Ginsburg, General Manager

**Date:** December 3, 2015  
**To:** Recreation and Park Commission Operations Committee  
**Through:** Philip A. Ginsburg, General Manager  
Dana Ketcham, Director of Property Management, Permits and Reservations  
**From:** Cassandra Costello  
**Re:** Issuance of the Lake Merced West RFP

### **Agenda Item Wording**

Discussion and possible action to authorize the General Manager to approve the issuance of the Request for Proposals for the lease of Lake Merced West. (Action Item)

**Exhibit A:** Proposed Request for Proposals for the Lease of Lake Merced West

### **Background**

Lake Merced West is situated between the shoreline of the South Lake of Lake Merced and John Muir Drive, just east of the intersection with Skyline Boulevard. This property is owned by the City and County of San Francisco, under the jurisdiction of the San Francisco Public Utilities Commission (the "SFPUC"). The San Francisco Recreation and Park Department (the "Department" and collectively with the SFPUC the "Departments") manages recreation at Lake Merced pursuant to a Memorandum of Understanding between the Departments. The site was previously leased for decades to the Pacific Rod and Gun Club, a private club which offered skeet and trap shooting. The site is currently undergoing a significant clean up, sponsored by the SFPUC, due to toxic sentiments on the site. The cleanup is scheduled to be completed in the early spring of 2016.

### **Opportunity**

The Departments envision reactivating this site with a range of high quality opportunities for public recreation that take advantage of the lake's unique setting and assets. The Department is looking for an entity(ies) to enhance public enjoyment of the site and appreciation of the watershed's resources, and maintain water quality and watershed health. This is a special lake front property and the largest flat area of land outside of Harding Park Golf Course, offering approximately 11 acres of useable land.

Lake Merced West is being offered in an "as is" condition and will require substantial investments. The selected respondent will be expected, among other things, to work with city agencies to determine conditions of existing infrastructure and remedy deficiencies as it is applicable to proposed use. This will include, but not be limited to, replace or repair mechanical, electrical and plumbing systems, address ADA issues, replace or repair public restroom and construct any other



improvements needed to meet the City's building code requirements as well as other regulatory requirements, including consistency with the historic preservation standards.

### **Possible Uses**

The Departments encourage respondents to be creative with their proposals and encourage the inclusion of uses that take advantage of this unique location, including but not limited to:

- Opportunities to store and offer boating access to the lake
- Fishing access
- Picnic areas
- Food and Beverage
- Hiking trails, access to natural areas and other passive recreational opportunities
- Other outdoor recreational activities that would not adversely impact the watershed, wildlife and other recreational uses
- Ecological education

The Departments also encourage respondents to look for ways to incorporate habitat restoration into their proposals such as plantings and wetland restoration.

### **RFP Objectives**

The Departments developed the following property objectives for Lake Merced West:

- Take advantage of the lakeside's unique setting and assets
- Enhance public enjoyment and appreciation of the watershed's resources
- Maintain water quality and watershed health
- Preserve the lake's park-like, open space character
- Be compatible with the site's particular physical characteristics and environmental sensitivities
- Provide a balanced range of uses and facilities that serves and provides access to San Francisco residents of all ages and abilities
- Provide publicly available restrooms
- Promote uses and facilities that are complementary to both upland and aquatic areas.
- Minimize the obstruction of views of Lake Merced through landscape design and planting that is integrated with the surrounding natural landscape, with buildings, structures sited to be sensitive to scenic views from and into the watershed
- Not contaminate the site or result in any restrictions on future use of the site
- Result in selection of a financially viable tenant under a long term lease agreement that will provide valuable services and amenities to the public
- Result in selection of a tenant with a business model and plan that is financially sustainable for the long term and provides for continued and ongoing maintenance of capital assets constructed on the property

**Minimum Qualifications**

Each respondent must individually or collectively, in the case of an entity or joint venture, possess the following minimum experience to be considered as a possible candidate for this opportunity:

- Five years’ experience in fully managing a business of the nature of this opportunity
- Demonstrated successful completion of at least two development projects of similar size and scope to the project proposed

Any proposal that does not demonstrate these minimum requirements by the deadline for submittal of proposals will be considered non-responsive and will not be eligible for award of the lease.

**Outreach for Public Meeting and for Commission Meeting**

The Department held a well-attended joint meeting with the PUC in October of this year to provide information on the ongoing cleanup efforts by the PUC as well as the proposed uses for Lake Merced West and proposed goals and objectives for the site.

Information about the community meeting was listed in both Supervisor Yee and Supervisor Tang’s newsletters as well as provided to the following groups and organizations as well as a number of individuals who have shown interest in Lake Merced West in the past:

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| Bay Area Stewards                            | Sunset District Neighborhood Coalition |
| Lake Merced Outdoor Center                   | Sunset Neighborhood Beacon Center      |
| California Waterfowl Association             | San Francisco Tomorrow                 |
| Clean Water Action                           | Sunset Youth Services                  |
| Coalition for a Better Wastewater Solution   | Outward Bound                          |
| Tuolumne River Trust                         | San Francisco Small Business Network   |
| Urban Resource Systems                       | Westside Observer                      |
| Golden Gate Audubon Society                  | San Francisco State University         |
| St Francis Heights Association               | Olympic Gold and Country Club          |
| Lakewood Apartments                          | America True                           |
| Golden Gate Heights Neighborhood Association | Saint Ignatius Prep                    |
| West of Twin Peaks Council                   | University of San Francisco            |
| Parkmerced                                   | Lick Wilmerding High School            |
| Inner Sunset Merchant Association            | Riordan High School                    |
| Coalition for San Francisco Neighborhoods    | Sacred Heart High School               |
| Great West Portal Neighborhood Association   | Boys and Girls Club                    |
| San Francisco Beautiful                      | Catholic Charities                     |
| California Native Plant Society              | YMCA                                   |
| San Francisco Apartment Association          | Pacific Rowing Club                    |
| Lakeshore Acres Improvement Club             | Pacific Rod and Gun Club               |
| Friends of Ocean Beach                       | California Dragon Boat Association     |
| Lakewood Tenants Association                 | South End Rowing Club                  |
|  | San Francisco Rowing Club              |

Lake Merced Golf Club  
 California Dragon Boat Association  
 Dolphin Swimming and Boating Club  
 San Francisco Model Yacht Club  
 City Kayak

Bay Sailing  
 Zip Line  
 Stow Lake Boathouse  
 Zip line

**Anticipated Timeline**

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Community Meeting	Fall 2015
RFP issued	December 2015
Pre-Bid meetings/ site visits	January 6/February 3, 2016
Proposals Due	May 6, 2016
Selection at the Commission	Summer 2016
Negotiations	Fall-Winter, 2016
CEQA**	Fall-Winter, 2016
Lease Approval at the Commission	Spring 2017
Lease Approval at BOS (if required)	Spring 2017

\*Timeline subject to change

\*\*CEQA review to be determined by the Planning Department depending on proposed use. The review can extend much longer than

**Public Participation in RFP Responses**

The PUC began a robust public engagement program as part of the 2010 process to develop the Lake Merced Watershed Report as well as during the development of their Remedial Action Project. The Department plans to continue this effort to involve the public in this competitive process. As the Department moves forward, there will be public meetings with residents of the community, at the Commission, and the Board of Supervisors. Respondents to the RFP may be asked to participate in one or more of these meetings to present and answer questions about their submitted proposals.

Below is an estimated outline of anticipated public meetings:

**Request for Proposals**

- Commission approval of RFP
- Commission hearing(s) to consider approving the selection panel’s recommendations on the highest scoring proposals to the RFP

**Lease Negotiation and Approval**

- The Department will hold a public community meeting to introduce the selected entity and gather input prior to commencing lease negotiations
- Commission and possibly SFPUC hearings to consider the negotiated lease agreement
- Depending on terms of the lease, Board of Supervisors committee hearing and the Full Board to consider the Commissions' recommended lease agreement
- Other regulatory agencies, as necessary, to consider appropriate aspects of the lease agreement

### **Evaluation Process**

The proposals will be evaluated on criteria based on the following:

- Compatibility with the entire Lake Merced Watershed
- Meaningful Public Access
- Recreational Opportunities
- Surrounding Neighborhood
- Project Feasibility
- Financial Capacity
- Proposed financial terms

### **Department Recommendation**

The Department recommends that the Commission authorize the General Manager to issue the RFP for the lease of Lake Merced West.

### **Exhibit A: Proposed Request for Proposals for the Lease of Lake Merced West**