

Kenwood Investments, LLC's Summary of Response to NPS RFQ for Fort Baker Historic Ship Building Lease, L-GOGA014-21 (June 2019)

1. Proposed Program and Concept Plan

Kenwood Investments, LLC, through an affiliate (collectively, "Kenwood"), proposes a multi-faceted use of the leasehold interest that will include operation of the existing marina and the Presidio Yacht Club. The proposed uses will include continuation and enhancements to public access, the food and beverage services found in the existing bar/lounge, event venue upgrades and programming, shared uses of the various structures within the program area by educational programs, waterfront recreational uses, including the Tamalpais Outrigger Canoe Club, and appropriate retail services contained within the mixed-use site. We propose a minimum of 20 years for the lease term, and more if possible through the negotiations with the National Park Service ("NPS") in order to fully amortize the costs of our proposal and our prepared to negotiate in good faith with the NPS on a fair market rental payment.

Specifically, our proposed uses will include refurbishment and preservation of the historic ship building for food and beverage services that will include continued operation of the current Travis Marina bar and lounge, spaces for events and meetings with on-site improvements, waterfront and public recreational and educational programming, public restrooms, reconstruction of the public guest dock and kayak/paddle board launch area, convenience item sales and operation of the exiting marina. Our food offerings will be "farm to table" organic and will focus on a local, green food alternative. Our development will be sustainable. And our programming will be inclusive and consistent with the NPS Final Environmental Impact Report's Goals.

Moreover, Kenwood sees the landscape, parking and other site improvements, including several of the smaller historic structures (Buildings 664, 665, 699) as project attributes, not detriments. The landscape must be integrated into the overall project for continuity and design purposes, parking although still necessary for this site must be minimized and designed at appropriate levels to support sound management and effective stewardship and the smaller structures can provide local artisan, micro-retail venues open to the public featuring crafts, food and beverage, recreational rentals (bikes, kayaks, paddle boards), local food and local maker's.

Kenwood will make all necessary improvements consistent with the US Secretary of the Interior's Standards for Historic Structures, Design and Rehabilitation and LEED Gold standards. We are currently (and successfully) pursuing the development of a new hotel in San Francisco on Port of San Francisco property that has had to undergo the same level of historic review which would be expected for this project, and we are very comfortable operating in that environment.

Our project will include and integrate the NPS and its identity onsite through signage, historical gestures and features, and active integration with the remainder of Fort Baker, the Bay Area Discovery Museum and Cavallo Point-The Lodge At The Golden Gate. These existing uses are attributes that we will embrace and celebrate. We also understand that we will be responsible for restoring and maintaining certain other landscape and hardscape features such as roads, paths, stairs and retaining wall necessary for the project to function safely. Our stewardship of the project area will require nothing less. Additionally, Kenwood will integrate the historic Marine Railway into our overall project.

Kenwood is happy to comply with the NPS Public Health Program, will produce and submit to NPS a comprehensive annual report and will meet on a regular basis with the GGNRA staff to monitor and review the Kenwood's performance under the lease. Kenwood will also agree to take the property in its "As Is" condition. Kenwood will prepare and submit a Traffic Management Plan (TMP) and TDM Plan that includes a construction traffic scheduling, proposed haul routes, construction parking, staging area management, visitor safety, detour routes and speed controls as well as specific and appropriate to the type and scale of the project and integrated with any NPS site-wide TDM. In the final LDDA and Lease, Kenwood will agree to comply with the requirements of the Final EIS including those involved with Soil Disturbance, Stormwater Pollution Prevention Plan (SWPPP) and other required policies.

Additionally, Kenwood will work in partnership with the GGNRA and other Fork Baker tenants, including engaging in regular communications and meetings with the GGNRA, and we understand the commitment to participate in and implement the protective measures involving the Mission Blue Butterfly, implement the NPS Integrated Pest Management Policies and implement FEIS noise reduction and air quality protective measures.

Kenwood intends to market our mixed-use project through a combination of traditional market-driven sources (print, magazines, radio and television), social media and technology driven sources, special events and community/philanthropic engagements, and targeted, industry-specific outreach. Through our philanthropic efforts we intend to make the project a location for non-profit and community programs and events. Kenwood has successfully implemented such a multi-faceted marketing program at its other commercial venues, including The Aquarium of the Bay/PIER 39, Cornerstone in Sonoma, California and Ramekins/General's Daughter in Sonoma, California.

Additionally, we will focus on creating new educational and interpretative programs, programs that have their own constituencies and linkages to new constituencies, similar to what we accomplished at The Aquarium of the Bay/PIER 39, where our efforts extended from obtaining sponsorships for new programming to creating a new foundation that supported marine activities in the Bay. The synergy with our Treasure Island Marina will provide us with the unique ability to

market to an industry-wide constituency that is Bay and water focused, and is very much a part of our goal to create a vibrant, mixed-use project at Fort Baker.

Social media will also be a critical component of our project's messaging and marketing activities. Our social media program will amplify the messaging that is pushed out through other channels, and will dramatically expand our reach to new audiences. To really influence and engage our constituents we will develop social storylines fueled by compelling content that is appropriate for the platform (e.g. Facebook, Twitter, etc.) and the project and then enhance that storyline with a tone and tempo for posts that maximizes the reach of our content. To further expand our influence on social media we will deploy a digital advertising plan to acquire more followers and promote especially important posts at the right time. We believe, and our experience has demonstrated, that by putting money behind important content and creating timely ad specific content we can greatly enhance the effectiveness of our online marketing program.

Additionally, we will cooperate with and combine our marketing efforts with those of our neighbors at Cavallo Point-The Inn At The Golden Gate, Bay Area Discovery Center, The Presidio Yacht Club and the Tamalpais Outrigger Canoe Club.

2. Qualifications and Experience

Kenwood has successfully been in business for more than 15 years, creating a variety of commercial and public-serving mixed-use, retail, hospitality and marina uses throughout the greater Bay Area. Of particular importance is Kenwood's experience operating a San Francisco-Bay marina, the Treasure Island Marina, and its experience operating visitor-serving commercial venues such as The Aquarium of the Bay/PIER 39, Cornerstone in Sonoma, California and Ramekins/General's Daughter in Sonoma, California. This later work involved creating and operating one of the North Bay's largest special events and wedding venues, a mixed-use retail center and local's food and beverage center. Additionally, Kenwood has experience working in the public sector having been a part of the master developer of Treasure Island, along with Wilson Meany, since it's beginning. Kenwood has also successfully obtained a Boating Improvement Grant (BIG) from the U.S. Department of the Interior and a California Division of Boating and Waterways (DBW) loan for its Treasure Island Marina project, and is currently processing the entitlements for the development of a new hotel on Port of San Francisco property in San Francisco.

Kenwood has extensive experience working on historic structures at Treasure Island and The General's Daughter in Sonoma, California and most recently working on the new hotel on Port of San Francisco property that is located in the City's Northeast Waterfront Historic District, which was recently granted approval by the City's Historic Preservation Committee for compliance with the U.S. Department of the Interiors, Secretary's Standards for Building in Historic Districts. Additionally, Kenwood has helped to direct and manage the Treasure Island historic rehabilitation efforts which also have been required to comply with the U.S. Department of the Interiors, Secretary's Standards for Buildings.